Freedom PARK

a heritage destination

an agency of the
Department of Sport, Arts and Culture

Annual Report 2020/2021

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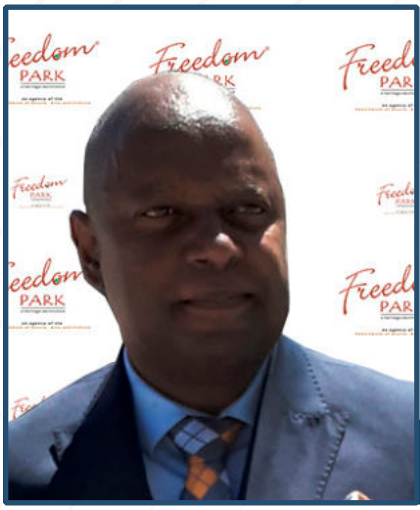
PART A:
GENERAL INFORMATION

1. PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Freedom Park
REGISTRATION NUMBER:	GG NO 31443 of 26 September 2008
PHYSICAL ADDRESS:	Corner Koch Street and 7th Avenue
	Salvokop
	Pretoria
	0001
POSTAL ADDRESS:	PO Box 2710
	Pretoria 0001
TELEPHONE NUMBER/S:	+27 012 336 4000
FAX NUMBER:	+27 012 336 4021
EMAIL ADDRESS:	info@freedompark.co.za
WEBSITE ADDRESS:	www.freedompark.co.za
EXTERNAL AUDITORS:	Auditor-General of South Africa
BANKERS:	Nedbank
COMPANY/BOARD SECRETARY	Ms RM Koto

2. ACRONYMS

4IR:	Fourth Industrial Revolution
AGSA:	Auditor-General of South Africa
APP:	Annual Performance Plan
BBBEE:	Broad Based Black Economic Empowerment
CEO:	Chief Executive Officer
CFO:	Chief Financial Officer
DSAC:	Department of Sport, Arts and Culture
GOL:	Gallery of Leaders
HK:	Heritage and Knowledge
ICT:	Information and Communications Technology
MTEF:	Medium Term Expenditure Framework
NEHAWU:	National Education Health and Allied Workers Union
PAA:	Pan African Archives
PPE:	Personal Protective Equipment
PFMA:	Public Finance Management Act
RLH:	Resistance and Liberation Heritage
TR:	Treasury Regulations
SCM:	Supply Chain Management
SLA:	Service Level Agreement



3. FOREWORD BY THE CHAIRPERSON

Mr MCR Makopo
Chairperson of Council

Introduction

Freedom Park celebrated its 20th anniversary during the 2020/21 financial year in fitting style. Celebrations were conducted in line with Covid-19 regulations. Freedom Park, launched on 1 June 2000 as a Trust and a presidential legacy. The organisation has evolved through various construction phases. Freedom Park is an entity of the Department of Sport, Arts and Culture (DSAC) and a declared cultural institution with a mandate to honour the heroes and heroines of the struggles for freedom and humanity. This it does by memorialisation and storytelling that narrate a story spanning a period of 3.6 billion years and through the following seven epochs: Earth, Ancestors, Peopling, Resistance and Colonisation, Industrialisation and Urbanisation, Nationalism and Struggle, and Nation- Building and Continent Building.

Strategic overview

The Council has overseen the development, implementation and reporting of Freedom Park's strategies and special projects over many years and 2020/21 did not disappoint, in spite of the challenges posed by Covid-19, in line to its mandate of honouring struggle heroes and heroines. By striving for excellence, Freedom Park achieved 80% of its Annual Performance (APP) targets. All statutory documents were processed and submitted to the Shareholder by the deadline.

In performing one of its key strategic imperatives, Freedom Park inscribed more than 145 000 names on the Wall of Names by the end of the financial year. Through DSAC, it entered a memorandum of understanding (MoU) with the Mozambican government for partnership on Matola Monument and Samora Machel Monument and Museum. This is a huge achievement that positions Freedom Park as a true memorial for fallen struggle heroes and heroines. We marked this significant partnership with a public lecture on the battle of Cuito Cuanavale on 23 March 2021. The battle of Cuito Cuanavale and the Cuban intervention in Angola is one of the turning points of Southern African history. A temporary exhibition was staged on 25 November 2020 to mark the fourth anniversary of physical disappearance of Fidel Castro. This was in keeping with our recognition of the international solidarity enjoyed by South Africa during the Apartheid years. More of these strategic initiatives are detailed in the performance section of the Annual Report.

The Council met regularly to discharge all its fiduciary duties and responsibilities, to retain full control over Freedom Park and to provide direction on improvements. Among the areas monitored were internal controls and financial systems. Two Council members resigned in the year under review, and we welcomed Ms Laura Robinson and Mr Mpho Tsedu as new members. The Council reviewed and approved several policies in this financial year, taking the number of internal control policies to 74. In compliance with good corporate governance, the Council approved the Enterprise Risk Management Policy and Enterprise Risk Management Framework.

Strategic relationships

Freedom Park continued to partner with institutions with like-minded mandates. This included the Dulcie September lecture and documentary during Human Rights Month. Dulcie September was a prominent liberation fighter who was assassinated in the African National Congress (ANC) offices in France on 29 March 33 years ago. Freedom Park also hosted the 40th anniversary of the Matola Raid, in partnership with the Department of Military Veteran,s on 14 February 2021. In addition, with the Department of Justice (Truth and Reconciliation Commission Unit) and the National Prosecuting Authority (Missing Persons Task Team) commemorated the 130 freedom fighters who were executed by the apartheid regime at Pretoria Central Prison, now Kgosi Mampuru II Correctional Centre. This event was held in Queenstown, Eastern Cape, on 31 March 2021, with the participation of the families of the executed political prisoners. DSAC and Freedom Park initiated a dialogue on the plight of artists during Covid-19 lockdowns in line with the social cohesion, nation-building and reconciliation mandate. High-profile organisations and individuals visited Freedom Park occasions including:

- **Minister of Social Development Ms Lindiwe Zulu**, who closed 16 Days of Activism Against Gender-based Violence on 10 December 2020.
- Russian Embassy, Ambassador **His Excellency Ilaya Rogachev and Ambassador of Belarus His Excellency Alexander D Sidoruk** presided over the Russian Embassy wreath-laying ceremony on 15 December 2020.
- **Minister of Sport, Arts and Culture, Mr Nathi Mthethwa** hosted the Battle of Cuito Cuanavale public lecture on 23 March 2021.
- **Cuban Ambassador His Excellency Rodolfo Benítez** Verson, Battle of Cuito Cuanavale Public Lecture on 23 March 2021.,
- **Angolan Embassy's Counsellor Eduardo Kondwa**, Battle of Cuito Cuanavale Public Lecture on 23 March 2021.
- **Russian Embassy, Ambassador his exellency Ilaya Rogachev**, Battle of Cuito Cuanavale Public Lecture on 23 March 2021.
- **Namibian Embassy High Commissioner His Excellency. Mr Veiccoh K Nghiwete** Battle of Cuito Cuanavale Public Lecture on 23 March 2021.
- **Mozambiquan Embassy High Commissioner His Excellency Paulino Macaringue**., Battle of Cuito Cuanavale Public Lecture on 23 March 2021.

Challenges faced by Council

The outbreak of Covid-19 and the subsequent lockdowns affected how business is done at Freedom Park. The APP was aligned with the new normal. Even more challenging was the reduction in baseline grant funding to accommodate government's procurement of Personal rotective Equipment (PPE) was one such a challenge. We noted a huge reduction in visitors' numbers, which decreased revenue. This trend will continue in the next financial year given the uncertainty about Covid-19.

Strategic focus over the medium to long term period

Our medium- to long-term goal is to complete the Gallery of Leaders, an indoor space paying tribute to extraordinary leaders who achieved great leaps in the struggle for freedom and humanity nationally, continentally and internationally. In fact, the compilation of names of our struggle heroes and heroines and their inscription on the Wall of Names and display in the Gallery of Leaders will be our key programme in the coming years.

Another priority is the implementation of the Freedom Park Pan-African Archives and Resource Centre (Library) to provide customer-driven heritage and history information services. Growing visitors numbers remains imperative, but the introduction of virtual tours will fill the gap and align to the new normal.

Acknowledgements

The continued unequivocal support of the Ministry of Sport, Arts and Culture, the Chief Executive Officer (CEO), management, staff and other important stakeholders continues to be remarkable and deeply appreciated. Without it, the Council would not have achieved its strategic objectives.

Conclusion

The year ahead will give us the ideal opportunity to fulfil our mandate, as we commemorate the 150th anniversary of Charlotte Maxeke. The milestone will be reflected in all the programmes planned by Freedom Park, as we continue to honour our struggle heroes and heroines.

Mr MCR Makopo

Chairperson: Freedom Park
31 August 2021

4. CHIEF EXECUTIVE OFFICER'S OVERVIEW

Ms Jane Mufamadi
Chief Executive Officer

General financial review of the public entity

We delivered an exceptional financial performance in 2020/21. While the pandemic has crippled many industries and companies, Freedom Park has thrived by offering the strategic projects that are aligned to the needs of our customers.

Spending trends of the entity

We continued to entrench improvements in our financial management systems to achieves our goal of a unqualified audit opinion. The audit action plan was implemented, monitored and revised in certain areas, drawing our attention to the key aspects of asset management, keeping face value registers, paying invoices within 30 days, and maintaining accurate and complete contract and commitment registers.

During the year under review, we achieved a significant improvement in managing payments within 30 days, as required in Treasury Regulation 8.2.3. Payables that exceeded the payment term of 30 days dropped markedly. Freedom Park also enforced a central receiving point for invoices at head office to ensure processing is properly conducted and monitored. Budget allocation was also strengthened to ensure that every unit approves the allocation for contractual obligations and projects before the financial year begins and that allocations are aligned to set targets. Significantly improved asset management was achieved through a better understanding of the barcoded auditing asset management system.

The continuous decrease in revenue due to reduction of operating grants received from DSAC directly affected the profitability of the Park. Furthermore, revenue raised from admission fees and venue hire declined due to park closure from December 2019 to September 2020. Even with the declining revenue, however, the Park's turnaround strategy increased profitability compared to the 2019/20 financial year.

Freedom Park currently does not have long-term liabilities and the current liabilities that the entity has are lower than its current assets. The significant liability is deferred income receive from DSAC, which is earmarked for the infrastructure projects. Freedom Park requested reprioritization of the deffered income to utilize the funds for urgent projects; DSAC conditionally approved the utilization of the earmarked funds during the third quarter of 2019/20 financial year.

In order to address the capacity constraints and challenges facing the park the Council approved the implementation of the organizational realignment.

Discontinued key activities / activities to be discontinued.

During the review year, DSAC transferred the R1.17 million allocation, which will contribute to the running of the Matola Raid and Samora Machel memorials. The funds should be fully transferred by October 2021.

Roll-over of funds

National Treasury approved the rollover of funds from 2019/20, which are now being put to refreshing the park's information and communications technology (ICT) infrastructure and implementing its ICT strategy.

Supply chain management

Freedom Park prepared and submitted the annual procurement plan aligned to the approved budget to National Treasury through DSAC and reported progress on its implementation of the procurement plan to Council, DSAC and National Treasury quarterly. The supply chain management (SCM) policy and procedures are in place and due for review in the next financial year. Several SCM awareness sessions were conducted for employees during the financial year.

The approval of the realignment of the organization structure granted the SCM additional official to execute SCM administration.

Audit report matters

The table below highlights the key findings from the 2019/20 audit and Freedom Park's responses:

Key Finding Areas	Management Responses and Intervention
* The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1) (b) of the Public Finance Management Act (PFMA) * Material misstatements of intangible assets, accrued leave pay, amortisation and commitments identified by the auditors in the submitted financial statements	* This was subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion * Management will maintain reconciliations and reviews of financial information and ensure that the statements reflect accurate information * Management will perform reviews on the financial statements to ensure that amounts are correctly presented and are supported by appropriate evidence
* Effective and appropriate steps were not taken to prevent irregular expenditure caused by not following SCM processes on deviations	* Implement SCM compliance checklists to supplement policies and procedures * Conduct employees' workshop on SCM policies and procedures
* Bid documentation for procurement of commodities designated for local content and production did not stipulate the minimum threshold for local production and content as required by the Preferential Procurement Regulations 2017 Regulation 8(2).	* SCM officials will ensure quotations requested or competitive bids that are advertised stipulate the local content requirements and that they accept bids from suppliers in designated sectors that comply with the regulation

Key Finding Areas	Management Responses and Intervention
* Disciplinary steps were not taken against certain officials who had incurred and permitted irregular expenditure, as required by section 51(1)(e)(iii) of the PFMA.	* Management will commission investigations * Recommendations and findings from the investigations will be implemented

Events after the reporting date

None reported.

Economic viability

The heritage and culture sector is one of the hardest hit by the pandemic due to the closure of facilities and and faces severe socio-economic impact due to the closing of the cultural and heritage spaces and the cancellation of numerous socio-cultural events. As a heritage site and tourism destination, the daily activities of the Park depend mainly on people-to-people contact such as visitors, dialogues, educational programmes and events etc. The financial impact in terms of loss of revenue was high because the entity had to cancel signature events and strategic activities such as interfaith programmes (the lockdown impacts also intangible aspects) like rituals and ceremonies. Collection and inscription of names on the wall have been disrupted.

DSAC continued to transfer its operational grant, which assisted the entity to honour its financial obligations. The entity revised the Annual Performance plan during the year to accommodate the Covid-19 reality.

Ms Jane Mufamadi

Chief Executive Officer
Freedom Park
31 August 2021

5. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of our knowledge and belief, we confirm the following:

All information and amounts disclosed in the annual report is consistent with the annual financial statements audited by Audit-General South Africa (AGSA)

The annual report is complete, accurate and is free of omissions.

The annual report has been prepared in accordance with the guidelines on the annual report issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the Generally Recognised Accounting Practice standards applicable to the public entity.

The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgments made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance of the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2021.

Yours faithfully

Chief Executive Officer
Ms Jane Mufamadi

31 August 2021

Chairperson of the Council
Mr MCR Makopo

31 August 2021

6. STRATEGIC OVERVIEW

6.1. Vision

To be a leading national and international icon of humanity and freedom.

6.2. Mission

To be a pioneering and empowering heritage destination that challenges visitors to reflect upon our past, improve our present and build on our future as a united nation.

6.3. Values

In carrying out our mandate, we are committed to the following values that support the principles of Ubuntu:

- Respect of diversity
- Inclusivity
- Integrity
- Transparency and accountability
- Patriotism
- Human dignity

7. LEGISLATIVE AND OTHER MANDATES

Freedom Park Is A Schedule 3A Public Entity In Terms Of The Public Finance Management Act (PFMA)

Freedom Park mandate

Honour the heroes and heroines of the struggles for freedom and humanity by memorialisation and storytelling that narrates a story spanning a period of 3.6 billion years through the following seven epochs: Earth, ancestors, peopling, resistance and colonisation, industrialisation and urbanisation, nationalism and struggle, and nation-building and continent-uilding.Freedom Park is governed by inter alia the following legal framework:

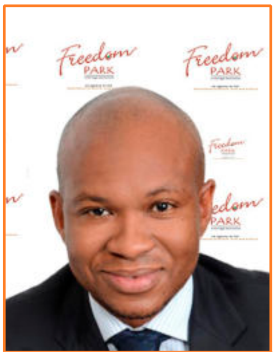
The Constitutional mandate governing Freedom Park includes:

Chapter 1	Human dignity, citizenship, national anthem, flag and languages.
Chapter 2	Bill of Rights.
Chapter 4	Compliance and adherence to Parliament as the supreme authority
Chapter 9	Schedule 3A public entity.
Chapter 10	Adhere to basic values and principles governing public administration.
Chapter 12	Align ourselves with the recognition and role of traditional leaders.
Chapter 13	Compliance with Treasury Regulations.

8. ORGANISATIONAL STRUCTURE

FREEDOM PARK COUNCIL

Mr MCR Makopo
Chairperson of Council



Kgosi EM Mabalane
Member of Council

Ms F Mohamed
Member of Council

Ms L Robinson
Member of Council

Mr MS Mpanza
Member of Council

Dr MR Raphalalani
Member of Council

Mr M Tsedu
Member of Council

Ms W Jabosigo
Member of Council

Mr R Nyandeni
Member of Council

EXECUTIVE MANAGEMENT


Ms J Mufamadi
Chief Executive Officer

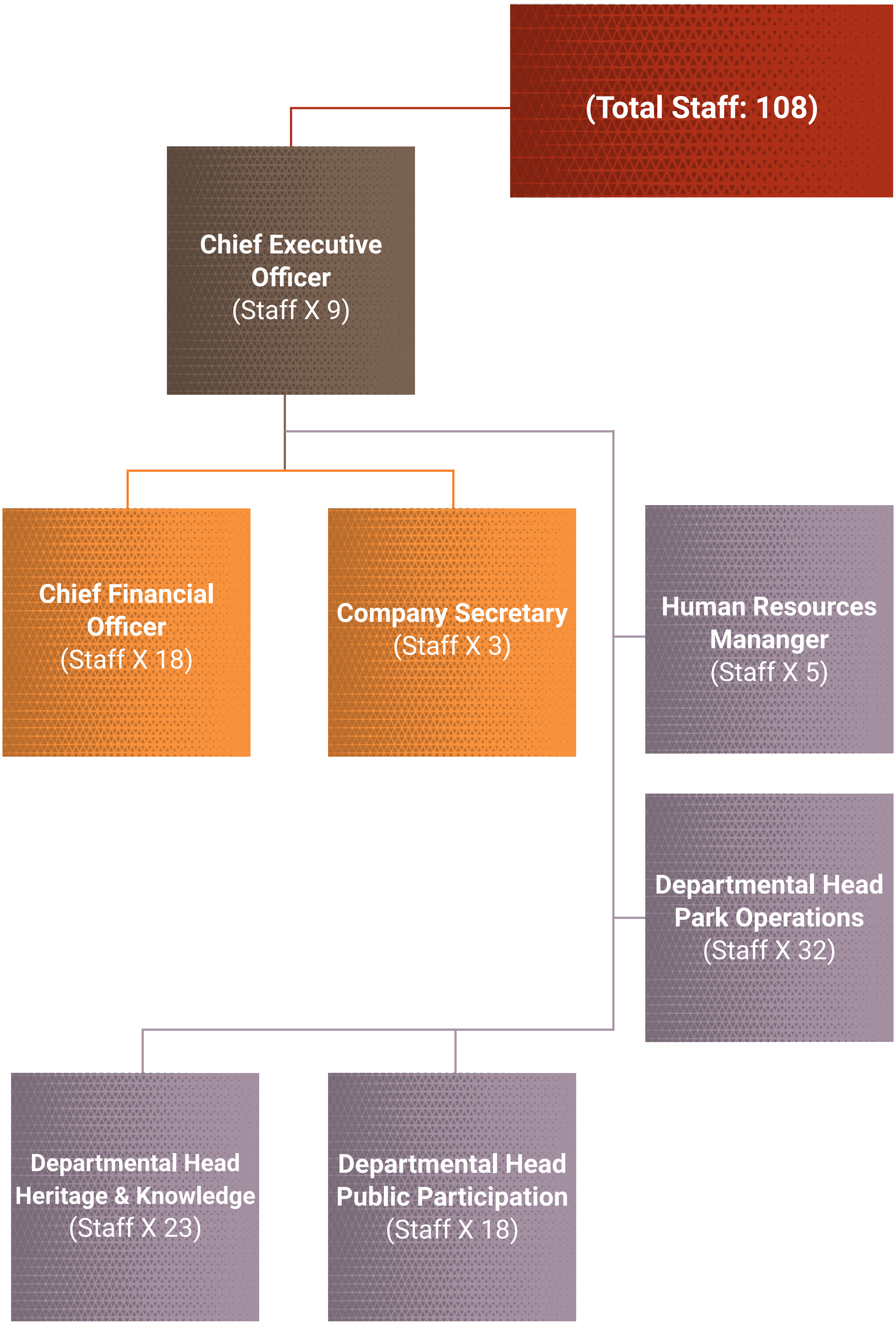

Ms HB Ramugadi
Chief Financial Officer


Ms RM Koto
Company Secretary


Ms M Makoela
Head of Department
Public Participation


Mr TJ Makhura
Head of Department Heritage & Knowledge

ORGANISATIONAL STRUCTURE



PART B:
PERFORMANCE INFORMATION

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA/auditor currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, being reported under the Predetermined Objectives heading in the Report on other legal and regulatory requirements section of the auditor's report.

Refer to page 93 of the Report of the Auditors Report, published as Part E: Financial Information.

2. SITUATIONAL ANALYSIS

2.1. SERVICE DELIVERY ENVIRONMENT

PARK OPERATIONS

Purpose

The Park Operations department is responsible for one target in the 2020/21 financial year, namely implementation of internal repairs and maintenance. This target looks at the number of yearly preventive and reactive maintenance issues.

The department ensures that Freedom Park's facilities are always functional as a result of proactive, reactive and statutory maintenance, and that the environment is safe and secure for both employees and visitors through the presence of security guards and the implementation of legislated occupational health and safety principles that set out a process for the identify and address unsafe acts and conditions.

Freedom Park manages and secures property and equipment valued at about R 500 million. Park Operations manages commercial services such as the restaurant and gift shop contracts, which bring in 7.5% and 15% of revenue, respectively.

Preventative and reactive maintenance

Freedom Park received DSAC approval in November 2019 to use its deferred infrastructure funds for immediate infrastructure replacements, repairs and maintenance projects as per the condition assessment conducted in the 2019/20 financial year. The process is underway, with some minor repairs and maintenance projects completed in the 2020/21 financial year.

Freedom Park received an additional allocation from DSAC in March 2020 for the facilities management contract to assist in the implementation of all maintenance-related projects. A facilities management service provider was appointed in September 2020.

Contract management

Freedom Park has awarded various contracts for preventive maintenance, occupational health, and safety and upkeep of the Park to acceptable standards. These include landscape maintenance, hygiene, pest control services and elevator maintenance.

Commercial services

Dandozest has run the Park's restaurant since May 2018 and Ditebogo Gifts was appointed in November 2018 to run the gift shop. These services boost visitor flow and enhance the overall visitor experience. Security management

Freedom Park has appointed a physical security contract in 2019/20 financial year for a three-year period. The service standards of performance will be assessed every quarter to ensure that the service provider is performing in terms of the SLA.

The CCTV cameras were upgraded in the 2019/20 financial year. A maintenance contract and plan are in place for a two-year period to provide maintenance for the cameras.

The security unit ensured that security awareness was presented to staff to remind them about security and health and safety issues to promote a collective responsibility to safeguarding and protecting the Freedom Park assets.

HERITAGE & KNOWLEDGE

During the period 2020-2021 the capability and performance of the Heritage & Knowledge Department (HKD) were determined by a host of internal and external factors.

Internally, the successful execution of the core business programmes of curation, education and research largely depended on the efficient mobilization of the skilled human resource in the department. To this end, the Curatorial Unit was able to acquire, process and digitize cultural resources and special books for preservation in the Pan African Archives (PAA) and storage in the Library. This rich collection on Resistance and Liberation Heritage (RLH) is intended to benefit various categories of visitors to the Park. Externally, the Unit also utilized partnerships to put up two temporary exhibitions on international liberation struggle icons, namely Nelson Mandela and Fidel Castro, as well as the commemoration of the Battle of Cuito Cuanavale. The partnerships were established with the Nelson Mandela Museum and the embassies of Angola, Botswana, Namibia, Cuba and Russia.

Apart from its own initiative for online publication of support materials for education programmes, the Education Unit also held its annual storytelling event in collaboration with external partners such as UNISA and PANSALB.

The internal capacity of the Research and Development Unit contributed to the collection of more than 200 new names of heroes and heroines of the RLH. The external body called the Names Verification Committee approved these names to be honoured by way of inscription on the Wall of Names. Drawing from strengths and opportunities presented by established partnerships with the Department of Military Veterans, Department of Justice and Constitutional Development (Truth and Reconciliation Unit), and the National Prosecuting Authority (Missing Persons Task Team), as well as the families of the deceased victims, the Unit successfully executed a number of commemorative programmes. These included the 35th Commemoration of the three Umkhonto we Sizwe (MK) cadres (B. Molokwane, V. Sekete and V. Khayiyana) on 28 November 2020, the 40th Anniversary of the Matola Raid on 14 February 2021, and the commemoration of the political prisoners who were executed by colonial and apartheid regimes at the then Pretoria Central Prison, held on 31 March 2021. The external Interfaith Committee under the auspices of the Research Unit delivered a programme on 'Reconciliation, Social Cohesion, and Nation-building' on 16 December 2020. Internally, researchers were responsible for the production and publication of a number of opinion pieces, research papers and articles recorded elsewhere in this Report. They further conducted dialogues with representatives of various liberation movements, the audio-visual material of which is stored in the PAA for public consumption.

The HKD in particular, and the heritage landscape in general, became the casualties of a major external socio-economic factor, namely the outbreak of the covid-19 pandemic since 2020 to date. With the advent of the pandemic, the HKD increasingly resorted to the use of alternative ways of executing its programmes and meeting the targets. Since then, many programmes were, and are currently executed virtually, for example, the use of webinars for public and memorial lectures and the employment of the entity's digital platforms for publication of education programmes, the holding of storytelling events, and the display of temporary exhibitions.

PUBLIC PARTICIPATION

Increased demand and consumption of product and services.

Public awareness conducted through signature events

Freedom Park initiated an Ubuntufestival, a proposed annual event. The launch event was held on 12 December 2020. Ubuntu being a major part of Freedom Park's concept, the festival aims to promote humanity, social cohesion, nation-building and reconciliation, particularly among youngsters. It is hosted through a partnership with likeminded stakeholders such as media, artists and the entertainment industry. Participating artists are selected to represent ethnic diversity.

Positioning and Profiling Freedom Park as a Historical and Heritage destination conducted.

Media and profiling

Freedom Park organised quarterly media campaigns, which included broadcast, print and online media interviews with several team members coinciding with celebrations of Freedom Park's 20th anniversary celebrations in the first and second quarters. In the third quarter of the financial year, Freedom Park ran a news wrap advertising campaign with SABC Channel 404, eNCA and several radio stations. In the fourth quarter of the financial year, three live broadcasts were done with SABC Channel 404 on the public lectures on Dulcie September and the Battle of Cuito Cuinavale lecture and on a social cohesion dialogue on the plight of artists during Covid-19 lockdowns.

Anniversary celebrations

Freedom Park was approved by Cabinet on 4 June 1998 and started with the creation of a Trust approved on 4 November 1999 to oversee the development of the Park and a list of Trustees approved on 1 December 1999. In 1999, President Nelson Mandela said: 'The day should not be far off, when we shall have a people's shrine, a Freedom Park, where we shall honour with all the dignity they deserve, those who endured pain so we should experience the joy of freedom.'

The Freedom Park project was officially launched of 1 June 2000 and Freedom Park Trust was established in 2001. The construction of Freedom Park was divided into two phases. Construction of the first phase started in July 2003 and was completed in March 2004. Phase two was divided into three stages, with construction of all elements except Tiva finalised by June 2011. The final element, Reconciliation Road, was opened by President Jacob Zuma on 16 December 2011. On 1 June 2020, Freedom Park celebrated its 20th anniversary during its first digital event shared on the Freedom Park website, Facebook and YouTube. It was well received and -viewed. On 30 October 2020, the CEO of Freedom Park held a lunch with staff and stakeholders (onsite service providers). On 26 November 2020, the CEO hosted a gala dinner with stakeholders in the Gallery of Leaders. In keeping with Covid-19 regulations, the event was limited to 170 people, but many more indicated they would have liked to attend. Underlying the celebrations were a marketing, public relations and social media campaigns.

A documentary focusing on Freedom Park's 20th anniversary was arranged with Power FM on 30 October and 1 November 2020. The station also staged an outside broadcast at Freedom Park on 30 October.

Dialogue and lectures

A social cohesion dialogue on the plight of South African musicians during Covid effects was conducted through Zoom and SABC channel 404 on 30 January to harmonise the relationship between DSAC and artists, who were insinuating that the Department had abandoned them. The dialogue led to meetings and the establishment of a task team representing DSAC, artists and Freedom Park.

The public lecture on liberation fighter Dulcie September was streamed on Freedom Park social media and the website on 18 March and broadcast on SABC channel 404 on 20 March. The lecture was succeeded by a Dulcie September documentary (Murder in Paris) broadcast on SABC 3 on 21 and 28 March. The documentary, adapted from a book written by investigative journalist, Ms Evely Groelink, was produced by EMS Productions, partner in the public lecture, and secured a mention for Freedom Park on national television.

Marketing programmes

In positioning Freedom Park to the nation, strategic channels of advertising, digital and direct marketing were targeted for free advertising. The communication and marketing strategy focused on communicating with target audiences in the following ways:

The media

Tshwane Tourism Association's stakeholder magazine with a subscriber base of 2 000 readers in the tourism and hospitality industry featured Freedom Park in both February and March issues. The articles highlighted the venue and conferencing facilities and was a great opportunity to promote the Park.

Profiling the organization as an icon of Freedom and Humanity whose sole mandate is honouring our heroes and heroines during Human Rights Month was crucial in delivering our message of honouring our Heroes and Heroines. As a sought-after destination whose mandate is in alignment with many organizations who honour and commemorate heroes and heroines, it was inevitable that a partnership between EMS Productions whose iconic personality Dulcie September died in the struggle for liberation would become a reality and this resulted in an article being written on Freedom Park which was published in the February issue of Murder in Paris Newsletter. It showcased Freedom Park to a wider audience.

Freedom Park is now on Pretoria's Ultimate Bucket List, which promotes the most interesting places in the city. A persuasive article was written about the Park that should prompt local and international tourists to add it to their itinerary. This was also run globally in digital and print travel magazines. The ultimate #pretoriabucketlist was created in 2015 to give locals and visitors to Pretoria a reliable and up-to-date resource of activities and places of interest in the city.

A promotional article to create awareness of Freedom Park was published in SouthGerian Lifestyle Magazine, which launched at the Park. The magazine focuses on African governance and leadership and is distributed through the Southern African Development Community.

Actuality programmes

Freedom Park's free entry offer for heritage and reconciliation days was uploaded on the Sho't Left website and all other SA Tourism sites

Stakeholder engagement

Freedom Park participated in Tshwane Heritage Route conceptualisation and was to take part in the Dubai Expo organised by DSAC, but this was postponed due to Covid-19. The City of Tshwane's tourism department also engaged with Freedom Park when developing the city's tourism strategy.

Brand visibility

Freedom Park underwent a brand facelift to mark its 20 years, with the new look carried through all celebratory material and social media announcements. Street posters, newspaper banners and billboards were displayed and branding of the mobile exhibition truck is underway.

Internal communication

Internal communiques were timeously disseminated and uploaded on social media platforms, this heighten brand awareness and visibility. Messages covered Freedom Day, tributes to heroes and heroines, the 20th anniversary, Youth Month, Women's Day, Mandela Month, Heritage Day virtual celebrations, Mandela Peace Walk, 16 days of no violence against Women and Children, World Aids

Day and Reconciliation Day. Banners and posters were printed for Covid-19 information and for 20th anniversary celebrations. Branded masks were procured for staff. The stakeholder magazine was published quarterly and disseminated and website and social media content regularly updated.

Social media

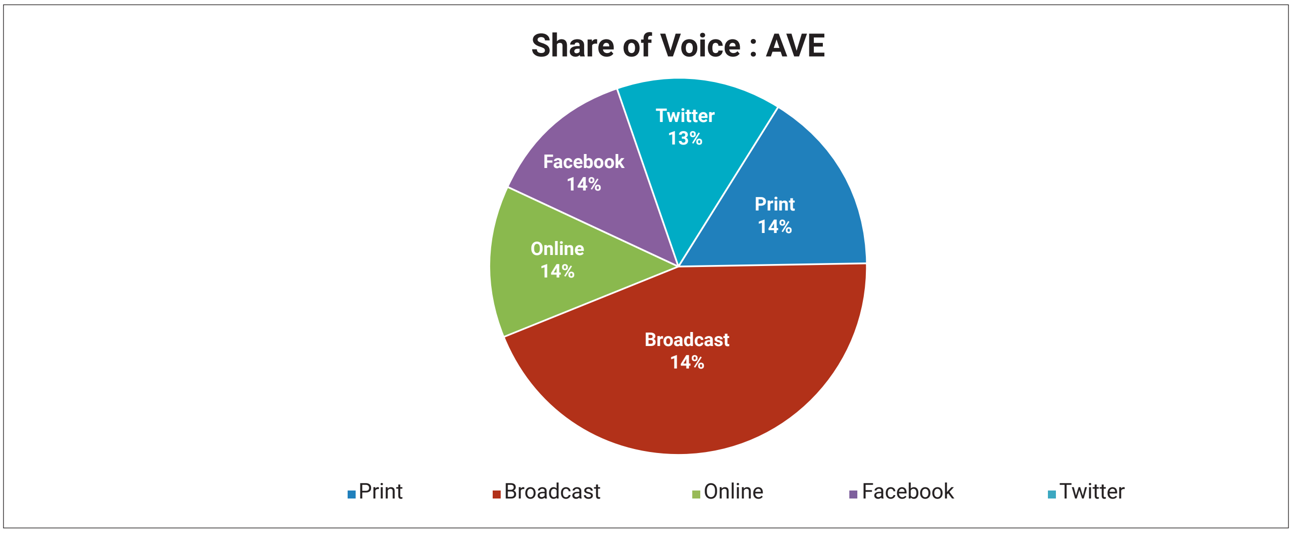
Freedom Park website attracted 13 765 page views with an average of 00:01:44 spent on the site. The website, Facebook and Twitter were updated with 393 feeds/posts covering news, , events and contributions to nation-building. Registered followers on Twitter reached 1 896, Facebook 10 675 and Instagram 146, totalling 12 717 followers on social media.

Media monitoring

Freedom Park has penetrated various media platforms as can be seen below. Broadcast media has a dominant share of voice, which was in line with the communications and marketing strategy projections of 40% broadcast, 40% online and 20% print. Positive sentiments are at 50%, which, although average, is positive given the Covid-19 disruption. Most sentiments are neutral (40%), which could move to positive with engagement in more activities.

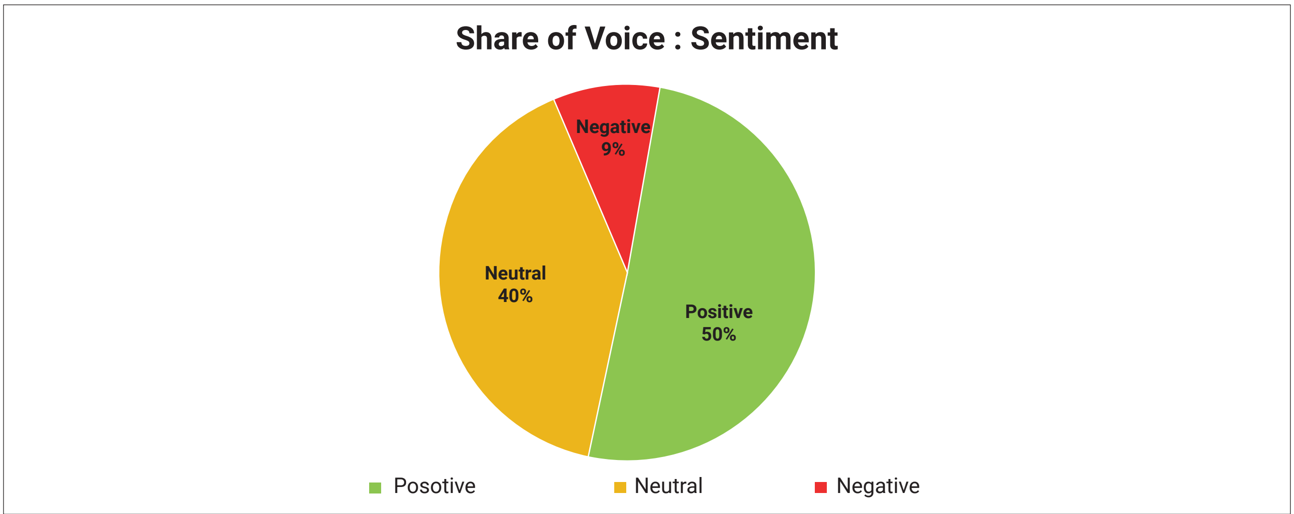
Freedom Park - Share of Voice (SOUTH AFRICA)

Media Type	Count	AVE Value	PR Value	Percentage
Broadcast	98	R7 340 990,00	R22 022 970,00	44%
Print	43	R2 715 445,00	R8 146 335,00	16%
Facebook	186	R2 441 685,00	R7 325 055,00	15%
Online	45	R2 143 779,00	R6 431 337,00	13%
Twitter	385	R2 130 797,00	R6 392 391,00	13%
Grand Total	**757**	**R16 772 696,00**	**R50 318 088,00**	**100%**



Freedom Park - Share of Voice (SOUTH AFRICA)

Sentiment	Count	AVE Value	PR Value	Percentage
Positive	380	R10 524 542,00	R31 573 626,00	50%
Neutral	306	R4 848 031,00	R14 544 093,00	40%
Negative	71	R1 400 123,00	R4 200 369,00	9%
Grand Total	**757**	**R16 772 696,00**	**R50 318 088,00**	**100%**



Partnerships with local, continental, and international stakeholders

Signed MOUs/ agreements and activated programmes.

Freedom Park signed MoUs with the following partners in the 2020/21 financial year:

- Tshwane Gospel Choir to curate music narrating elements of the Park.
- Mkhaya Music School to promote the values of the Constitution, educate people globally about South Africans' sacrifices as a people, i.e. people's names on the Wall of Names etc.
- Tripartite agreement with Tshwane Gospel Choir and Mkhaya Music School for the Park's first signature event, Ubuntu Festival. The original plan was to partner with Soul Truth Music represented by Selaelo Selota to stage the festival in April 2020, but this was postponed due to Covid-19.
- Research, education and cultural activity event firm, Mukonazwothwe Holdings, for streaming and broadcast of the Dulcie September public lecture on 18 and 20 March and EMS productions and Dulcie September's family for the lecture and documentary Murder in Paris.
- Mukonazwothwe Holdings for the 30 January dialogue on the impact of Covid-19 and the lockdown on South African artists.
- Department of Military Veterans, to host the 40th anniversary of the Matola Raid.

2.2. ORGANISATIONAL ENVIRONMENT

During the reporting period, Freedom Park organisational environment is in a state of flux. The Council instigated the realignment process, the implementation of such realignment is currently underway, and interim measures were put in place to continue operation during that period. This has led to some uncertainty among the staff with its consequent low morale. As a result, the organisation saw a significant increase in its staff turnover for the year in place. And consequently, this has negatively affected some of Freedom park's projects.

2.3. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no legislative amendments on enabling pieces of legislations that had an impact on the mandate of Freedom Park and other sector legislations.

2.4. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

All programmes executed by the HK department, through its Curatorial, Education and Research Units, contributed to the achievement of the departmental outcome of 'redress, inclusivity and access', the entity's mandate of 'honouring heroes and heroines of resistance and liberation heritage (RLH) regardless of race, class, gender, and age differences', and DSAC's priorities of 'reconciliation, social cohesion and nation-building'.

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme 1: Administration

Purpose

Provide strategic leadership, management and support service to the department. The department contribute to National Priority 6: Capable, ethical and developmental state, by improving financial governance, reducing irregular expenditure and implementing accountability and consequence management.

Institutional Outcomes

- Improved governance on the implementation of policies.
- Sustainable diversified revenue streams.
- Improved effectiveness and efficiencies in governance.

Outcomes, Outputs, Output Indicators, Targets and Actual Achievement

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme 1: Administration									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/21	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs/ Output Indicators/ Annual Targets
Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Amount of fundraising revenue in cash and in-kind raised	N/A	N/A	R5 Million fundraising revenue in cash and in-kind raised	Reporting period - Q2 and Q4	N/A	N/A	Annual target reduced to R1 million. **Reason**: Change in funding perception and limitation due to lockdown restrictions

Programme 1: Administration									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/21**	**Actual Achievement 2020/2021 until date of re-tabling**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**	**Reasons for Revisions to the Outputs/ Output Indicators/ Annual Targets**
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation	Number of job opportunities created	N/A	N/A	2 job opportunities created	Reporting period - Q4	N/A	N/A	Annual target increased to 5 job opportunities created. **Reason:** Increase in infrastructure projects advertised in tenders

Report against the re-tabled Annual Performance Plan

Programme 1: Administration								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**
Improve governance on the implementation of policies	Compliance with organisation policies and procedures	Percentage of valid supplier invoices paid within 30 working days from the date of receipt	N/A	N/A	100% valid supplier invoices paid within 30 working days from the date of receipt	Not Achieved 70% of payments were made within 30 days.	Negative variance of 30% from the planned target.	Delays in approvals, outstanding signed contracts and motivations.
Sustainable diversified revenue streams	Fundraising revenue in cash and in-kind raised	Amount of fundraising revenue in cash and in-kind raised	N/A	N/A	R1 Million fundraising revenue in cash and in- kind raised	Achieved R 1 169 000.00 received from DSAC.	N/A	N/A
Improve effectiveness and efficiencies in governance	Creation of initiatives that enhance job creation through procurement of goods and services	Number of job opportunities created through procurement of goods and services	N/A	N/A	5 job opportunities created	Not achieved No job opportunities were created.	Difference of 5 job opportunities from the planned target.	During 2020/21 there was no infrastructure project that qualified for job creation.
	Audit Outcomes	Unqualified audit opinion	Qualified Opinion	Unqualified audit opinion	Unqualified audit opinion	Achieved Unqualified audit report received from Auditor-General	N/A	N/A

Programme 1: Administration								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
	Projects implemented from the ICT Strategy	Percentage of projects implemented from the ICT Strategy	N/A	N/A	40% of ICT projects implemented from the ICT Strategy	Achieved Implemented 40% of ICT projects from the ICT Strategy.	N/A	N/A
	Procurement spend on youth, women and people with disability	Percentage of procurement spend on youth, women and people with disability	N/A	N/A	30% of all procurement transactions awarded to youth, women and people with disability	Achieved Awarded 41% of procurement transactions to youth, women and people with disability.	N/A	N/A
	Irregular, fruitless and wasteful expenditure eliminated	Percentage reduction of irregular, fruitless and wasteful expenditure	R271 598	R1 135 881	30% reduction of existing irregular, fruitless and wasteful expenditure	Achieved Fruitless and wasteful expenditure reduced by 56%. Irregular expenditure increased by 1%	N/A	N/A

Programme 2: Business Development

Purpose

The purpose of the programme is to execute core business programmes for the achievement of the key outcome of 'Redress, Inclusivity and Access' and the realisation of the impact of 'Social Cohesion'.

Institutional Outcome

Redress, Inclusivity and Access

Outcomes, Outputs, Output Indicators, Targets and Actual Achievement

Heritage and Knowledge (HK) is responsible for the achievement of a single and key outcome of 'redress, inclusivity and access'. The realisation of this outcome fulfils the entity's mandate of 'honouring heroes and heroines of resistance and liberation heritage (RLH)' and the Department of Sport, Arts and Culture's (DSAC's) priority of fostering 'reconciliation, social cohesion and nation-building'. The achievements of the three Units of the department, namely Curatorship, Education and Research, contributed to the realisation of departmental outcome, outputs, output indicators and targets, the institution's mandate and DSAC's priorities.

The **Curatorial Unit** acquired, processed and digitised relevant cultural materials and special books for storage in the organization's main repositories of Pan African Archives (PAA) and the Library. The two repositories preserve and render this rich material on resistance and liberation heritage (RLH) accessible to the public. The Unit also fabricated and displayed notable temporary exhibitions. One exhibition titled 'Tracing the Footsteps of Nelson Mandela' was displayed digitally in partnership with the Nelson Mandela Museum. The other was a rare photographic exhibition on the legacy of Fidel Castro, titled the 'Physical Disappearance of Fidel Castro', in collaboration with the Cuban Embassy. Another output by the Unit was the commemoration of 23 March as a 'Day of Reflection' on the Battle of Cuito Cuanavale. The commemorative event was graced by the Minister (DSAC) and ambassadors of the Southern African Development Community (SADC), especially Angola, Botswana and Namibia, together with the Cuban and Russian counterparts. The memorialisation of new names of heroes and heroines of RLH on the Wall of Names was another output of the Curatorial Unit. The names are inscribed and honoured on the Wall of Names regardless of race, class, gender and age divisions.

The **Education Unit** published four support materials for education programmes online. The materials aimed at decolonising history, heritage and spiritually, and complementing the RLH and the Department of Basic Education (DBE) history curriculum. The Unit also held a virtual flagship storytelling event as part of the processes of promotion, protection and preservation of the Indigenous Knowledge Systems (IKS). Storytelling provides edutainment, that is, education and entertainment. Presentations of education programmes and performance of stories targeted DBE learners, youth, women and people with disabilities, and imparted education and skills to these previously disadvantaged groups.

The Research Unit collected and verified slightly more than 200 new names of heroes and heroines across race, class, gender and age divisions to be memorialised on the Wall of Names. This output fulfils the outcome of the department, the main mandate of the entity, and the priorities of government. The Unit was also responsible for the holding of a host of successful commemorative programmes. It held a public lecture on the 35th Commemoration of the three Umkhonto we Sizwe (MK) cadres (B. Molokwane, V. Sekete and V. Khayiyana) on 28 November 2020; a 'Reconciliation, Social Cohesion and Nation-building' programme

(16 December 2020); a memorial lecture on the 40th Anniversary of the Matola Raid on 14 February 2021; and the commemoration of the political prisoners who were executed by colonial and apartheid regimes at Pretoria Central Prison (currently renamed Kgosi Mampuru II Correctional Centre) on 31 March 2021. More importantly, was the Research Unit's production and dissemination of new and decolonised knowledge in the form of opinion pieces, research papers and articles. These included 'Heritage, Science and Policy Interface'; 'The Experience of Freedom during Covid-19 Lockdown in South Africa', My Pheli, (online magazine), 27 April 2020; 'It's Time to embrace Change', Pretoria News, 11 June 2020; 'Today's Youth are fighting a new Struggle', Pretoria News, 12 June 2020; and 'The Impact of Museum Education post Covid-19: An Integration of 4IR and Time Travel Method as teaching Tools'. This paper was published in the Brazilian international journal called Cadernos de Lepaarq. The Research Unit further conducted several dialogues with interviewees representing various organisations which contributed to the struggles for freedom and humanity, amongst which were those associated with the African National Congress (ANC), Pan Africanist Congress (PAC), and Black Liberation Theology Black Liberation Theology. The recorded interview materials generated from these dialogues are stored in the PAA to be accessed by the public. The Interfaith Committee programme was executed on 16 December 2020 to foster DSAC's priorities of reconciliation, social cohesion, nation-building and peace

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme 2: Business Development									
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs / Output Indicators / Annual Targets
	Cultural resources related to the 7 epochs of the exhibition acquired to emancipate the African Voice for access and collection knowledgebase	Number of cultural resources acquired	11 collections acquired	5 archival collections acquired	5 cultural resources acquired	Not achieved No archival collection was acquired.	Difference of 1 cultural resource from the planned target in Q1.	National lockdown due to COVID-19	Annual target reduced to 2 cultural resources acquired. **Reason:** Dependency of external factors such as the willingness of donors to part with their collections.

Programme 2: Business Development									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021 until date of re-tabling**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**	**Reasons for Revisions to the Outputs / Output Indicators / Annual Targets**
	Cultural resources processed according to heritage standards for access and collection knowledgebase	Number of cultural resources processed knowledgebase	1 123 materials processed	1 000 materials processed	2 000 cultural resources processed	Not achieved No archival materials were loaded on the Vernon database. .	Difference of 500 cultural resources processed from the planned target in Q1.	Unavailability of technology due to lockdown restrictions.	Annual target reduced to 1 000 cultural resources processed. **Reason:** Processing of a set number of cultural resources depends on the number and size of acquisitions.

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs / Output Indicators / Annual Targets
	Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names	Number of names of heroes and heroines inscribed on the Wall of Names	459 names inscribed	100 names inscribed on the Wall of Names	400 names inscribed on the Wall of Names	Reporting period - Q4	N/A	N/A	Annual target reduced to 200 names inscribed. **Reason:** Research on new names has reached a saturation stage, where more new names can no longer be collected.
	Commemorate on Heroes and Heroines (RLH)	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings)	N/A	N/A	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings) conducted	Reporting period – Q4	N/A	N/A	New output, indicator and target in Revised SP 2020/25 and APP 2020/21. **Reason:** Broadens the framework of honouring heroes and heroines.

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs / Output Indicators / Annual Targets
	Heritage education event conducted	Annual heritage education event conducted	N/A	N/A	1 heritage education event conducted	Reporting period - Q3	N/A	N/A	Event cancelled for the 2020/21 financial year. Reporting period moved to 2021/22 - 2024/25 **Reason:** Cancelled because of Covid-19 during which schools and museums were closed.
	Collections of stories published to emancipate the African voice	Collections of stories published to emancipate the African voice	N/A	N/A	N/A	Reporting period – 2023/24	N/A	N/A	Removed from Strategic Plan 2020/25 and APP 2023/24. Reason: Output was moved to AOP 2021/22.

Programme 2: Business Development									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021 until date of re-tabling**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**	**Reasons for Revisions to the Outputs / Output Indicators / Annual Targets**
	Storytelling festival / event conducted to promote, protect and preserve IKS	Annual storytelling festival / event conducted	1 storytelling festival conducted	1 storytelling festival conducted	1 storytelling festival / event conducted	Reporting period - Q4	N/A	N/A	The word "festival" was removed from the name of the output, indicator and target. **Reason:** 'Festival' implies a carnival which often involves a large group of people. Such notion of festival was compatible with a 'super-spreader' of Covid-19 virus. So, a more neutral term 'event' was preferred.

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs / Output Indicators / Annual Targets
	Names of heroes and heroines across race, class, gender and age divisions verified and validated to be honoured on the Wall of Names and in the Gallery of Leaders	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	135 names verified and validated	100 names verified and validated	400 names verified and validated	Reporting period - Q2 and Q4	N/A	N/A	Annual target reduced to 200 names inscribed. Reason: Research on new names has reached a saturation stage, where more new names can no longer be collected.
	Seminars / conferences / public lectures conducted to emancipate the African voice and to advance a body of knowledge on Resistance and Liberation Heritage (RLH)	Number of seminars / conferences / public lectures conducted	3 conferences conducted	2 seminars / conferences / public lectures conducted	2 seminars / conferences / public lectures conducted	Reporting period - Q2 and Q4	N/A	N/A	Annual target reduced to 1 seminar. Reason: Anticipation of Covid-19 restriction on social gatherings as 'super-spreaders' of Covid-19 virus.

Programme 2: Business Development									
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021 until date of re-tabling**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**	**Reasons for Revisions to the Outputs / Output Indicators / Annual Targets**
	Dialogues (oral histories) conducted to emancipate the African voice	Number of dialogues conducted	8 dialogues conducted	6 dialogues conducted	8 dialogues conducted	Reporting period - Q2, Q3 and Q4	N/A	N/A	Annual target reduced to 4 dialogues. Reason: Attempt to limit physical contact to mitigate risk of Covid-19 infection.
	Interfaith programmes conducted to foster reconciliation, social cohesion, nation building and peace	Number of interfaith programmes conducted	2 Interfaith programmes conducted	2 Interfaith programmes conducted	5 Interfaith programmes conducted	Not achieved No interfaith programme was conducted.	Difference of 1 Interfaith Programme from the planned target in Q1.	National lockdown due to Covid-19.	Annual target reduced to 1 Interfaith programme. Reason: Attempt to limit physical contact to mitigate risk of Covid-19 infection and budgetary constraints.

Report against the re-tabled Annual Performance Plan

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
Redress, Inclusivity and Access	Cultural resources digitized for effective public interface	Number of cultural resources digitized	776 materials digitized	100 materials digitized	1 000 cultural resources digitized	Partially achieved 830 photographs of events and activities were digitized.	Difference of 170 digitized photographs.	Limitation of events due to Covid regulations affected the performance.
	Cultural resources related to the 7 epochs of the exhibition acquired to emancipate the African Voice for access and collection knowledgebase	Number of cultural resources acquired	11 collections acquired	5 archival collections acquired	2 cultural resources acquired	Achieved Acquired 6 cultural resources.	Target exceeded by 4 cultural resources.	Willingness of external individuals and organisations to donate cultural resources.
	Cultural resources processed according to heritage standards for access and collection knowledgebase	Number of cultural resources processed	1 123 materials processed	1 000 materials processed	1 000 cultural resources processed	Achieved Processed 1 000 cultural resources.	N/A	N/A
	Books relevant to the //hapo storyline acquired for access and collection knowledgebase	Number of books acquired	No books acquired	60 books acquired	30 books acquired	Achieved 58 books were donated to FP.	Target exceeded by 28 books.	The acquisition was through donation, and the donated number of books exceeded the planned target.

Programme 2: Business Development								
Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
	Honour the heroes and heroines of the struggles for freedom and humanity by way of inscribing their names on the Wall of Names	Number of names of heroes and heroines inscribed on the Wall of Names	459 names inscribed	200 names inscribed on the Wall of Names	200 names inscribed on the Wall of Names	Partially achieved Inscribed 74 names on the Wall of Names.	Difference of 126 names from the planned target.	The second verified list of names was submitted for inscription late. It has not been signed off since it still needs to be reviewed.
	Temporary exhibitions developed / displayed in // hapo to enhance the permanent exhibition	Number of temporary exhibitions developed / displayed in // hapo	3 temporary exhibitions displayed	3 temporary exhibitions developed / displayed	2 temporary exhibitions displayed	Achieved Displayed 2 temporary exhibitions.	N/A	N/A
	Commemorate and reflect on the Resistance and Liberation Heritage (RLH)	Annual Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	N/A	N/A	1 Day of Reflection on the Resistance and Liberation Heritage (RLH) conducted	Achieved 1 Day of Reflection on RLH conducted on 23 March 2021 (Commemoration of the Battle of Cuito Cuanavale).	N/A	N/A
	Commemorate on Heroes and Heroines (RLH)	Number of commemoration of heroes and heroines (RLH) programmes	N/A	N/A	1 Commemoration of heroes and heroines (RLH) programme (Executions / Hangings)	Achieved 1 commemoration programme held at Queenstown, Eastern Cape on 31 March 2021.	N/A	N/A

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
	Support materials for education programmes published that decolonize history, heritage and spirituality and complement	Number of education programmes' support materials published	N/A	N/A	Support material for 1 education programme published	Achieved Support materials for 4 education programmes published on FP website.	Target exceeded by 3 publications of education support programmes.	There were no physical presentations during the Covid-19 lockdown period. It was then decided to focus, instead, on developing
	RLH history curriculum							more support materials for education programmes and to publish them in the Freedom Park website and other media.
	Storytelling event conducted to promote, protect and preserve IKS	Annual storytelling event conducted	1 storytelling festival conducted	1 storytelling festival conducted	1 storytelling event conducted	Achieved 1 storytelling event was conducted virtually during March 2021.	N/A	N/A

Programme 2: Business Development								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**
	Names of heroes and heroines across race, class, gender and age divisions verified and validated to be honoured on the Wall of Names and in the Gallery of Leaders	Number of names of heroes and heroines verified and validated by the Names Verification Committee (NVC)	135 names verified and validated	100 names verified and validated	100 names verified and validated	Achieved 245 names were verified and validated.	Target exceeded by 145 names.	The number is higher than the target because of Covid related deaths.

Programme 2: Business Development

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
	Research papers / articles completed that decolonize history, heritage and spirituality (RLH), and promote, protect and preserve IKS	Number of completed research papers / articles	7 research papers completed	5 research papers completed	4 research papers / articles completed	Achieve completed 6 research papers	Target exceeded by 2 research papers.	Two additional research papers were written and completed based on an urgent invitation to write research papers that speak/ contribute to making people aware of the effects of the Covid-19 pandemic in the country. Although these research papers were unplanned, they became necessary to write as an urgent contribution of Freedom Park in addressing the impact of Covid-19 pandemic in the country.

Programme 2: Business Development								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**
	Seminars / conferences / public lectures conducted to emancipate the African voice and to advance a body of knowledge on Resistance and Liberation Heritage (RLH)	Number of seminars / conferences / public lectures conducted	3 conferences conducted	2 seminars / conferences / public lectures conducted	1 seminar / conference / public lecture conducted	Achieved 1 Commemoration of Heroes and Heroines Executions conference was held in Queenstown on 31 March 2021.	N/A	N/A
	Dialogues (oral histories) conducted to emancipate the African voice	Number of dialogues conducted	8 dialogues conducted	6 dialogues conducted	4 dialogues conducted	Achieved Conducted 4 dialogues.	N/A	N/A
	Interfaith and strategic programmes conducted to foster reconciliation, social cohesion, nation building and peace	Number of Interfaith and strategic programmes conducted	2 Interfaith programmes conducted	2 Interfaith programmes conducted	1 Interfaith and strategic programme conducted	Achieved Conducted 1 interfaith programme on 16 December 2020.	N/A	N/A

Strategy to overcome areas of underperformance

There were two areas of partial achievement in the Heritage and Knowledge Department. One was the number of cultural resources processed, which was due to the Covid-19 pandemic and retirement of an employee responsible for the processing of materials. The strategy is to ensure that the remaining employee complies with all Covid-19 safety protocols. The other area was the number of names inscribed on the Wall of Names. The department will ensure that names are verifiied timeouslyto allow time for reformatting and for the service provider to inscribe the names on the Wall of Names.

Programme 3: Public Engagement

Purpose

Communicate, market, reach out and build relations to increase demand and consumption of Freedom Park products and services.

Institutional outcome

Increased demand and consumption of product and services.

Outcomes, outputs, output indicators, targets and actual achievement

The programme focused in 2020/21 on increasing demand for Freedom Park's products and services in the 2020/21 financial year. However, this proved difficult due to Covid-19. The projection of 100 000 visitors was revised to 10 000 visitors, which was also impossible to achieve. The focus has since changed to various interventions in positioning Freedom Park as a historical and heritage destination.

This included activities that drew attention to the involvement of youth and women in the eight struggles memorialised by Freedom Park. Most interventions were implemented through digital platforms.

To celebrate its 20th anniversary, Freedom Park, for the first time, ran a massive public awareness campaign through signature events to attract target audiences to visit Freedom Park and use its products and services. These campaigns were implemented through public lectures, concerts streamed on social media and flighting of documentaries from the heritage and knowledge material existing at Freedom Park. Outreach initiatives included online debates to accommodate the digitally advanced target market. Digital events to commemorate national days were conducted and promoted social cohesion, nation-building and reconciliation. Thirty events were conducted by the end of the financial year, all in compliance with Covid-19 regulations. No reported Covid-19 infections emanated from these activities.

Three outputs set out to increase demand for products and services, positioning Freedom Park as a heritage and historical destination for South African, African and international tourists from all walks of life. The positioning was achieved through the abovementioned public awareness initiatives and collaborations with likeminded institutions.

Report against the originally tabled Annual Performance Plan until date of re-tabling

Programme 3: Public Engagement

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021 until date of re-tabling	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations	Reasons for Revisions to the Outputs / Output Indicators / Annual Targets
Increased demand and consumption of product and services	Public awareness conducted through signature events	Number of tourists visiting the Freedom Park	90 844 visitors registered.	47 312 guests and visitors registered	Register 100 000 tourists	Not achieved No tourists were registered.	Difference of 25 000 tourists from the planned target in Q1.	National lockdown due to COVID-19	The envisage projection of 100 000 visitors was revised to 10 000 visitors which also was impossible to achieve due to the Corona Virus pandemic (Covid-19). Only from Alert Level 3 museums could open with restrictions placed on the number of people and adherence to all health protocols and social distancing.

Report against the re-tabled Annual Performance Plan

Programme 3: Public Engagement								
Outcome	**Output**	**Output Indicator**	**Audited Actual Performance 2018/2019**	**Audited Actual Performance 2019/2020**	**Planned Annual Target 2020/2021**	**Actual Achievement 2020/2021**	**Deviation from Planned Target to Actual Achievement 2020/2021**	**Reasons for Deviations**
Increased demand and consumption of product and services	Public awareness conducted through signature events	Number of visitors visiting the Freedom Park	90 844 visitors registered.	47 312 guests and visitors registered	Register 10 000 visitors	Partially achieved Registered 4 513 visitors.	Difference of 5 487 visitors from the planned target.	Covid-19 protocol operations whereby several visitors per Tourist Guide were reduced from 40 to 10 as per the Admission Policy (Self-guided tours were encouraged). There were no school and international tours due to the Covid-19 pandemic.
	Positioning and Profiling Freedom Park as a Historical and Heritage destination conducted.	Number of positioning and profiling activities conducted	8 public relations and marketing programmes	9 public relations and marketing programmes	4 position and profiling activities conducted	Achieved Conducted 4 positioning and profiling activities	N/A	N/A

Programme 3: Public Engagement

Outcome	Output	Output Indicator	Audited Actual Performance 2018/2019	Audited Actual Performance 2019/2020	Planned Annual Target 2020/2021	Actual Achievement 2020/2021	Deviation from Planned Target to Actual Achievement 2020/2021	Reasons for Deviations
	Partnerships with local, continental and international stakeholders	Signed MOUs/ agreements and activated programmes	8 outreach programmes conducted	5 outreach programmes conducted	4 MOUs signed and activated	Achieved Signed and activated 5 MOUs.	Target exceeded by one MOU.	More collaborations with likeminded institutions realised.

Strategy to overcome underperformance.

In 2021/22 financial year, Freedom Park will continue its extensive public awareness campaign through signature events that will attract various target markets to visit Freedom Park and use its products and services. These campaigns will include public lectures, concerts with social media support and flighting of documentaries from the heritage and knowledge material existing at Freedom Park. Outreach initiatives will include online debates to accommodate the digitally advanced target market. Digital marketing will be carried out through Freedom Park APP and virtual tours.

Institutional response to the Covid-19 pandemic

Freedom Park ensured compliance with the Health and Safety Policy reviewed and approved by the Council in 2019.

- The following measures were put in place to ensure safety of staff and visitors to the Park:
- Occupational health and safety and security awareness sessions were conducted for staff from 16 to 18 September 2020 in preparation for re-opening of offices. The awareness included evacuation procedures.
- The declaration of Covid-19 status and completion of the self-declaration form at all entrances is running smoothly and staff are cooperating.
- DSAC has approved use of interest earned from the infrastructure budget to fund decontamination of the Park. This is done monthly and as and when required if there is a reported case.
- Regular disinfection of Park interiors and exteriors to minimise contamination risk.
- Fleet cars are equipped with scanner, sanitisers and a sail cover at the back to protect passengers. Only two passengers per trip are allowed.
- Perspex screens installed at the library, reception and frontline areas to protect staff and visitors.
- Foot-operated hand sanitisers placed in strategic areas, and sanitisers in offices, boardrooms and other public areas.

Table: Progress on Institutional Response to the Covid-19 Pandemic

Programme/ Sub Programme	Intervention	Geographic location (Province/ District/local municipality) (Where Possible)	No. of beneficiaries (Where Possible)	Disaggregation of Beneficiaries (Where Possible)	Total budget allocation per intervention (R'000)	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
	Establishment of the Covid-19 Compliance Officer and the Steering Committee to monitor and enforce compliance with the Regulations	Gauteng	92	N/A	NIL	NIL	N/A	
	Establishment of the Covid-19 Compliance Officer and the Steering Committee to monitor and enforce compliance with the Regulations	Gauteng	92	N/A	NIL	NIL	N/A	
	Development of the Work From Home Policy	Gauteng	92	N/A	NIL	NIL	N/A	
	Procurement of PPE and sanitizers	Gauteng	92	N/A	600 000	541 184	N/A	
	Decontamination of the Park	Gauteng	92	N/A	600 000	525 625	N/A	

Linking performance with budgets

In assessing the achievement of the outputs in comparison to the planned targets, the public entity must consider the linkages and the relation to the resources available to the public entity, in particular the financial resources. Therefore, the following financial information should be presented. The financial information must agree to the information in the annual financial statements.

	2021/2020			2021/2020		
Programme/ activity/objective	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	65 688	57 209	8 479	62 694	65 014	-2 320
Business development	23 020	20 553	2 467	21 907	19 775	2 000
Public Participation	14 239	14 239	1 556	15 883	13 245	2 638
Total	**104 503**	**92 001**	**12 505**	**100 484**	**98 034**	**2 450**

4. REVENUE COLLECTION

	2021/2020			2021/2020		
Sources of revenue	**Estimate**	**Actual Amount Collected**	**(Over)/Under Collection**	**Estimate**	**Actual Amount Collected**	**(Over)/Under Collection**
	R	R	R'	R	R	R
Sales by market establishments	599 000	136 333	(462 667)	2 261 000	1 760 236	(500 764)
Departmental transfers	599 000	136 333	(462 667)	2 261 000	1 760 236	(500 764)
Transfer from deferred income	3 200 000	1 938 649	(1 261 351)			
Facilities Management grant	3 851 000	406 571	(3 444 429)			
Interest	1 200 000	2 051 012	851 012	2 500 000	4 669 669	2 169 669
Donations	899 500	-	899 500			
Other sales	53 000	345 184	292 184	159 000	160 793	1 793
Total	**102 703 500**	**97 630 749**	**-4 924 751**	**100 598 000**	**102 646 698**	**2 048 698**

Freedom Park receive 95% of the revenue from the operational grant. The grant is transferred to Freedom Park on quarterly basis to improve management of cashflow. The remaining revenue is obtained from venue hire and admission fees. This revenue is collected before the services are renders. Due to the restrictions in gatherings and regulations on lockdown Freedom Park did not meet the revenue collection targets. As a measure to increase revenue for admission fees Freedom Park extended operating hours. Freedom Park also developed and commission the virtual tour for the visitors who can not visit the park physically.

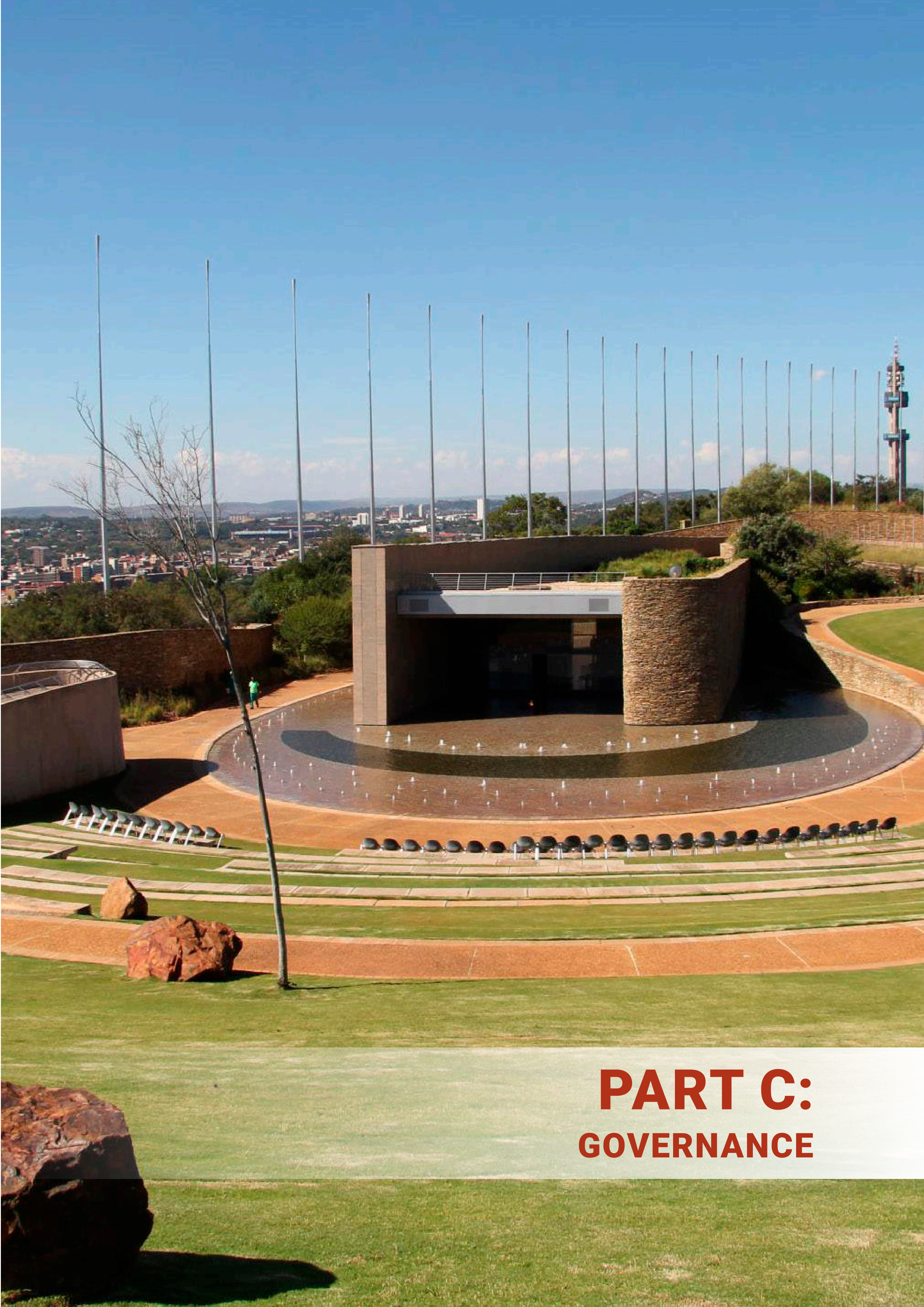
5. CAPITAL INVESTMENT

As part of compliance with the Department of Sport, Arts and Culture (DSAC) infrastructure policy, Freedom Park requested the National Treasury for approval to open an infrastructure bank account. Freedom Park received the approval from National Treasury and opened infrastructure account and moved the deferred infrastructure money into this account. The DSAC has approved 8 projects following the Condition assessment and the 10-year maintenance plan development in the 2019/20 financial year. The projects were given an allocation amount of R31 260 000 from the R40 000 000 deferred infrastructure funds.

The Facilities Management Company was appointed in September 2020 to assist Freedom Park with the implementation of the Immovable asset register and the life cycle plans; the establishment of a call center for logging maintenance, establishing the database of contractors who will be implementing the maintenance projects. The Facilities Management is to be also responsible for the detailed specification and monitoring of all maintenance related infrastructure projects.

Reactive repairs and maintenance projects have been implemented with the deferred income to reduce the maintenance backlog in the park. The Facilities Management company has developed a five (5) year maintenance plan for Freedom Park which details the preventative maintenance that will be implemented around the park.

	2021/2020			2021/2020		
Infrastructure projects	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**	**Budget**	**Actual Expenditure**	**(Over)/Under Expenditure**
	R'000	**R'000**	**R'000**	**R'000**	**R'000**	**R'000**
Gallery of Leaders	17 000	1 135	15 865			
Re-gravelling Perimeter road	750	0	750			
Standby Generator and Electricity infrastructure upgrade	2 800	0	2 800			
Repairs and Maintenance of CCTV camera and access control infrastructure	990	243	747			
Names Inscription	2 500	354	2 146			
Infrastructure maintenance	3 200	1 573	1 627			
Total	**27 240**	**3 305**	**23 935**			



PART C:
GOVERNANCE

1. INTRODUCTION

King IV Report defines Corporate Governance as the exercise of ethical and effective leadership by the governing body towards the achievement of the following governance outcomes:

- Ethical culture.
- Good performance.
- Effective control.
- Legitimacy.

Council provides effective leadership based on a principled foundation, and the entity subscribes to high ethical standards. Responsible leadership, characterised by the values of responsibility, accountability, fairness and transparency are the entitie's defining characteristic. The Council members have a collective responsibility to provide effective corporate governance that involves relationships between the Freedom Park, the Department of Sport, Arts and Culture and other relevant stakeholders.

Corporate governance is an essential element of Freedom Park, like all other organisations. It ensures that assurance is provided to stakeholders and that the organisation is well managed, ethical and functioning with integrity and accountability.

Council is the governing body and the structure that has the primary accountability for the organisation's governance and performance.Council, as the accounting authority, provides leadership, oversight and accountability. In this regard, Council established governance structures at supporting levels with clearly approved mandates. Delegated powers are delegated to the Committees of the Council and the Chief Executive Officer.

Council is the highest decision-making body of the organisation and provides strategic leadership and oversight over the organisation, and ensures that there is accountability for organisational performance. The governing body steers the organisation and sets its strategic direction based on which management develops a strategy that is approved by the governing body. Executive management implements and executes strategy according with policy and plans which are overseen and supervised by the governing body. Executive management formulates policies and operational procedures that give effect to the organisation's strategy. All the organisational policies are approved by the Council as the governing body.

Council ensures that it complies with good corporate governance through prescripts of the enabling and facilitating legislations. The main drivers are the Cultural Institutions Act, the Public Finance Management Act and the principles contained in the King's Report IV on Corporate Governance.

2. EXECUTIVE AUTHORITY

The following reports were submitted to the Department of Sport, Arts and Culture and/or National Treasury:

REPORTS	DATE OF SUBMISSION
Submitted final Quarterly Report to the Department for the 2020/21 financial year	30 April 2020
Submitted signed AFS for 2020/21 and management reports to Treasury and the Auditor-General/External Auditor for 2020/21 and submitted a list of all banking accounts to Treasury & submitted the Annual Report performance measurement details to the Auditor-General	30 May 2020
Submitted a signed Treasury AFS Template to Treasury (unaudited)	30 May 2020
First Quarterly Report to the Department for the 2020/21 financial year	30 July 2020
Audit Report issued for 2020/21 & audited financial statements to Treasury for 2020/21 and final AFS consolidation template (Reviewed by AG/Auditors)	30 July 2020
Submitted the first draft of the Annual Performance Plan for 2021/22 to the Department	30 August 2020
Submitted the second Quarterly Report to the Department for 2020/21 & Audit Outcomes Improvement Plans	30 October 2020
Submitted the second draft of the Annual Performance Plan for 2021/22 to the Department	30 November 2020
Submitted the final Annual Performance Plan for 2021/22 to the Department & submitted a third Quarterly Report to the Department for the 2020/21 financial year & Audit Outcomes Plans	30 January 2021
The first draft Shareholder's Compact submitted to the Department	17 February 2021

3. THE ACCOUNTING AUTHORITY/COUNCIL

Introduction

Council acknowledges that it is the accounting authority and ultimately responsible for the internal and financial controls established by the entity, and places considerable importance on maintaining a strong, controlled environment.

The CEO is responsible for the day-to-day management and administration and the entire staff, assisted by executive management. The CEO reports to Council and is responsible for implementing the entity’s policy and the organisational strategy as directed by Council.

Council is responsible for building a sustainable entity that recognises the short- and long-term impact of its activities on the economy, society and the environment. In its deliberations, decisions and actions, Council is sensitive to the legitimate interests and expectations of the entity’s stakeholders.

Council meets regularly, at least quarterly, to discharge all its fiduciary duties and responsibilities and retains complete control over Freedom Park. The Council Charter sets out Council's roles and responsibilities as well as the requirements for its composition and meeting procedures. In this regard, Council ensures that it complies with its fiduciary duties as required by the Public Finance Management Act.

As required, Council acts with fidelity, honesty, integrity and in the best interests of Freedom Park in managing the financial affairs of Freedom Park. Council also discloses, on request from the Department of Sport, Arts and Culture all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the Department.

The Role of Council

Council consists of nine members who are all part-time members. Council Members are, by the nature of their appointment, independent. The Council Members are appointed for a period of three years by the Minister of Sport, Arts and Culture and are accountable to the Minister. A Council Member whose period of office has expired may be reappointed. There is no limit to the number of terms a Council Member may serve.

Council Members must be impartial and perform their functions without fear, favour or prejudice.Council is the highest decision-making body and is accountable and responsible for the performance and affairs of Freedom Park. The functions of Council, in terms of the Cultural Institutions Act, are:-

i. to formulate policy (sector policy);

ii. to hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned;

iii. to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management;

iv. to raise funds for the institution;

v. to manage and control the moneys received by the declared institution and to utilise those moneys for defraying expenses in connection with the performance of its functions;

vi. to keep a proper record of the property of the declared institution;

vii. to submit to the Director-General any returns required by him or her in regard thereto and to cause proper books of account to be kept;

viii. to determine, subject to this Act and with the approval of the Minister, the objects of the declared institution; and

ix. to, generally, carry out the objectives of the declared institution.

Council may determine the hours during which and the conditions and restrictions subject to which the public may visit the declared institution concerned, or portion thereof, and the admission charges to be paid. In addition, Council may appoint such persons as it considers necessary to perform the functions of the declared institution concerned. The determination of the remuneration and other conditions of service of persons appointed must be in accordance with a scheme approved by the Minister in consultation with the Minister of Finance.

As the accounting authority, Council has responsibility in the following areas:

- Strategic Role.
- Determination of Policy and Procedures and Levels of Materiality to ensure the integrity of Freedom Park.
- The Park's Risk Management and Internal Controls.
- Monitoring of Operational Performance and Management.
- Chairperson/Council Member orientation/Induction and Succession Planning
- Conflict of Interest and Independence.

Council Charter

Council is committed to upholding good corporate governance in all of its business dealings with the shareholder, regulatory authorities and other stakeholders. To this end, Council adopted the Council Charter, Code of Conduct and Code of Ethics to regulate how business is conducted following the principles of good corporate governance. The Council Charter sets out the specific responsibilities of Council Members collectively and in their individual roles. The Council Charter, Code of Conduct and Code of Ethics are guided by the King IV Report and establishes standards of best governance practice and addresses the role of Council, meetings, Committees, Terms of Reference of the Committees, Code of Conduct and Code of Ethics.

Composition of Council and Council meetings attended

Member	29 Apr 2020	4 June 2020	13 June 2020	04 Jul 2020	11 Jul 2020	29 Jul 2020	30 Sep 2020	17 Oct 2020	28 Oct 2020	5 Nov 2020	17 Dec 2020	23 Dec 2020	4 Jan 2021	21 Jan 2021	27 Jan 2021	9 Mar 2021
Mr MCR Makopo Chairperson	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	X
Dr MR Raphalalani	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Kgosi EM Mabalane	√	√	X	√	√	√	√	√	√	√	√	X	√	√	√	√
Ms F Mohamed	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Ms W Jabosigo	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Dr L Konar *1	NA	NA	NA	NA	NA	NA	NA	√	√	√	NA	NA	NA	NA	NA	NA
Mr M Mpanza	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Dr P Dala*2	√	√	√	√	√	√	√	√	√	√	√	√	√	NA	NA	NA
Mr Reginald Nyandeni	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Ms L Robinson*3	NA	NA	NA	NA	NA	NA	√	√	√	√	√	√	√	√	X	√
Mr M Tsedu*4	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	√	√	√

1. Appointed in September 2020 and resigned in November 2020.
2. Appointed in August 2018 and resigned in January 2021.
3. Appointed in September 2020.
4. Appointed in January 2021.

Committee	No of Meetings held	No of members	Name of members
Audit and Risk Committee	10	3 Council Members	Ms F Mohamed Dr P Dala*2 Mr R Nyandeni*5 *(Chairperson of Risk Management Committe)* Dr L Konar *1 Mr M Tsedu*4 Mr M Mpanza
Core Business Committee	4	3 Council Members	Dr MR Raphalalani Mr R Nyandeni Ms L Robinson*3
Ethics and Legal Committee	3	3 Council Members	Ms W Jabosigo Kgosi EM Mabalane Ms F Mohamed
Finance and Fundraising Committee	6	3 Council Members	Mr M Mpanza Mr R Nyandeni Ms L Robinson*3
HR & Remuneration Committee	9	3 Council Members	Kgosi EM Mabalane Dr MR Raphalalani Ms W Jabosigo Mr M Tsedu*4

1. Appointed in September 2020 and resigned in November 2020.
2. Appointed in August 2018 and resigned in January 2021.
3. Appointed in September 2020.
4. Appointed in January 2021.
5. Remuneration of Council Members

- Remuneration of Council Members is determined by National Treasury Service Benefit Packages for Office Bearers of certain statutory institutions.Travel expenses are paid according to the Department of Transport Rates.
- Remuneration below was paid to Council Members

Remuneration Paid to Council from 1 April 2020 to 31 March 2021

Member	Total remuneration for Member	Total Travel	TOTAL
Mr MCR Makopo Chairperson	107 599,00	0	107 599
Dr MR Raphalalani*	88 218	12 818,40	101 036
Kgosi EM Mabalane*	103 348	21 257,18	124 605
Ms F Mohammed	109 746	0	109 746
Ms W Jabosigo	102 283	2 236,68	104 520
Mr M Mpanza	120 198	0	120 198
Mr R Nyandeni	127 166	0	127 166
Dr P Dala	95 810	0	95 810
Mr M Tsedu	54 002	0	54 002
Ms L Robinson	55 744	0	55 744
Mr L Konar	20 904	0	20 904
TOTAL	**985 018**	**36 312,26**	**1 021 330**

* Dr Raphalalani travels by road to attend Committee and Council meetings, air travel will be more costly. She stays in Venda and travelling by road is more cost-effective than air travel which, if used, will result in air and road travel from Venda to connect a flight in Polokwane as well as shuttle services from and to the airport. The travel costs also include HR Committee related matters (shortlisting and interviews for the appointment of Heads of Departments as well as grievances escalated to the HR and Remuneration Committee).

* Kgosi Mabalane travels by road to attend Committee and Council meetings, air travel will be more costly. He stays in Maballstad and travelling by road is more cost-effective than air travel which, if used, will result in air and road travel from Maballstad to connect a flight in Rustenburg as well as shuttle services from and to the airport. The travel costs also include HR Committee related matters (shortlisting and interviews for the appointment of Heads of Departments as well as grievances escalated to the HR and Remuneration Committee).

4. RISK MANAGEMENT

Enterprise Risk Management applies risk management throughout Freedom Park rather than only in selected business areas or disciplines. Accordingly, risk management at Freedom Park is decentralised, with every department being responsible for risk management. Freedom Park instituted a robust Enterprise Risk Management process, founded on an organisationally embedded framework that is, supported and assured, and continuously reviewed.

In compliance with good corporate governance, Council approved the Enterprise Risk Management Policy and Enterprise Risk Management Framework as systems of internal control. Freedom Park's Risk Management Framework, which specifies guiding principles for the management of risk, comprises the totality of all the structures, policies, strategies and procedures that deal with risk management at a strategic or operational level.

Risk is considered as one of the primary management responsibilities, and to this end Management holds Risk Management meetings to review and assess risks. In addition, the Risk Management Committee chaired by a Council Member was established in compliance with National Treasury Regulations.

The Risk Management Committee reports to the Audit and Risk Committee which reports to Council as the highest decision-making body.

In addition, a formal risk assessment exercise is undertaken annually to identify risks that may prevent Freedom Park from achieving its goals and objectives. The exercise enables Freedom Park to have a risk register, formulate appropriate risk strategies and action plans to mitigate and address risks. Quarterly risk assessments are also performed as part of the quarterly performance monitoring process.

4.1 NATURE OF RISK MANAGEMENT:

The Institution uses a risk management program (Cura), to facilitate the timeous identification, measurement, analysis and evaluation of risks. Each department is required to update the risk management program quarterly, together with an up-to-date risk detailing, quantifying and prioritising risks, and containing details of plans and actions, both to mitigate risks and to exploit opportunities. The effectiveness of controls to manage the risks identified is evaluated by the Chief Executive Officer, Internal Audit and is formally reported to the Risk Management Committee, the Audit and Risk Committee and Council.

5. INTERNAL CONTROL UNIT

The Internal Audit function is outsourced. Internal control systems were introduced to provide Management and Council with comfort regarding the financial position of Freedom Park, safeguarding of assets (including information) and compliance with related laws and regulations. Internal Auditors monitor the functioning of internal control systems and make recommendations to Management, the Risk Management Committee, the Audit and Risk Committee and Council.

Freedom Park's internal control systems were designed to provide assurance of the integrity and reliability of the financial statements, to safeguard, verify and maintain accountability of its assets and detect fraud, potential liability, loss and material misstatement while complying with applicable laws and regulations. Such controls were based on established policies and procedures and implemented with the appropriate segregation of duties. The Internal Audit function operated under the direction of the Audit and Risk Committee, which approves the scope of work to be performed.

6. INTERNAL AUDIT AND AUDIT COMMITTEES

In terms of the Public Finance Management Act, Council has to comply with the compulsory establishment of an effective Internal Audit function and an Audit Committee to monitor the scope and effectiveness of the Internal Audit function in an entity.

The purpose of the Audit Committee is to assist Management in fulfilling its oversight responsibilities for the systems of internal control and risk management, the audit process, and Freedom Park's process for monitoring compliance with all applicable legal requirements and accounting standards. As indicated, the audit function is performed by an external service provider to maintain the audit function's independence.

The functions of the Audit and Risk Committee are inter alia as follows:

- Systems of internal control.
- Compliance with laws and regulations.
- Oversight over the Internal Audit Function.
- Performance and Risk Management.
- Annual Financial Statements.

Attendance of Audit and Risk Committee Meetings from 1 April 2020 to 31 March 2021

Member	24 Apr 2020	26 May 2020	9 Jul 2020	15 Jul 2020	22 Jul 2020	21 Sep 2020 Combined Finance and Audit	25 Sep 2020 Combined Finance and Audit	21 Oct 2020	20 Jan 2020	3 Mar 2020
Ms F Mohamed	√	√	√	√	√	√	√	√	√	√
Mr M Mpanza	√	√	√	√	√	√	√	√	√	√
Dr P Dala	√	√	√	√	√	√	√	√	NA	NA
Mr MCR Makopo	√	√	X	X	X	√	√	X	X	X
Mr M Tsedu	NA	NA	NA	NA	NA	NA	NA	NA	NA	√
Mr R Nyandeni	X	X	X	X	X	√	√	X	√	√

7. COMPLIANCE WITH LAWS AND REGULATIONS

Freedom Park is a declared cultural institution in terms of the Cultural Institutions Act. It is crucial for Freedom Park to comply with enabling and facilitating legislations, as failure can result in litigation and reputational damage. Council approved the Compliance Policy in ensuring compliance with legislation. The policy provides guidance on legislative compliance responsibilities so that Council is satisfied that all measures are being taken across the organisation to comply with all legislation that has an impact on its mandate.

The policy also provides a broad and overarching framework intended to be read subject to specific compliance and reporting requirements. It is one of the elements of governance arrangements and is intended to complement other internal controls, processes and procedures. The policy identifies legislation for which Freedom Park has compliance responsibility, assigns primary responsibility for ensuring compliance and provides a process for quarterly reporting on legislative compliance to the Risk Management Committee, the Audit and Risk Committee and Council.

8. FRAUD AND CORRUPTION

Freedom Park has zero tolerance for fraud and corruption. To this end, Council has a Fraud Prevention Policy and Plan. The Fraud Plan considers the risks of fraud and corruption as identified in risk assessments initiated by Freedom Park, a review of other pertinent documentation and interviews with selected Freedom Park officials. The Plan addresses strategic fraud and corruption risks that must be addressed and could jeopardise the successful implementation of each component of the Plan. The Plan is dynamic and continuously evolves as Freedom Park makes changes and improvements in its drive to promote ethics as well as to fight fraud and corruption.

In addition, Freedom Park also has the Whistle Blow Policy. The anti-corruption hotline is also in place and is administered by the Office of Public Service Commission. All reported cases are forwarded to the Internal Auditors. The telephone number of the Anti-Corruption Hotline is posted on the Freedom Park website and the intranet for the employees and the public. Fraud awareness sessions are also internally conducted with all staff. Fraud reporting includes internal cases reported by the employees of Freedom Park to Internal Audit.

It is the responsibility of all employees to report all allegations or incidents of fraud and corruption immediately. All managers are responsible for the detection, prevention and investigation of fraud and corruption and must report all incidents and allegations of fraud and corruption.

9. MINIMISING CONFLICT OF INTEREST

The Declaration of Interests Policy is in place and regulates conflict of interests. The policy requires, among others, that:

- Council Members and all employees must annually declare direct or indirect business interests that they or a family member may have in any matter relevant to Freedom Park.
- Council Members and employees must declare, by way of a notice in writing, direct or indirect business interests that they or a family member may have in any contract/tender or proposed tender which has been or is to be entered into by Freedom Park or who so becomes interested in any such contract/tender after it has been entered into.
- Before every Council Committee and Management meeting, a Declaration of Interest Register is signed and should any Member declare any interest they will be recused from the meeting.

10. CODE OF CONDUCT

The Code of Conduct, which also includes the Code of Ethics, is included in the Council Charter. The Code of Conduct is based on principles of honesty and integrity. It guides Council Members and employees on aspects such as protecting organisational assets and information and conflict of interest.

Freedom Park must ensure that official relationships reflect integrity, respect for human dignity, the rights of others, honesty and commitment to do what is right, fair, legal and just.

Keeping in mind that ethics refer to the institutions principles of conduct, employees of Freedom Park must at all times comply with the following values in the execution of their tasks and official interactions:

- Honesty/Integrity;
- Respect;
- Commitment;
- Professionalism;
- Equity; and Openness

11. HEALTH SAFETY AND ENVIRONMENTAL ISSUES

Council approved the Occupational Health Policy in ensuring that it complies with health, safety and environmental requirements. Aligned with the related guidelines in King IV, Freedom Park is committed to ensuring that its activities do not compromise environmental, health and safety legislations. Although its major activities do not pose a significant threat to the environment, the organisation's management activities focus on compliance with the key features of existing regulations.

12. COMPANY SECRETARY

The Company Secretary is appointed by Council and is tasked with supporting Council and the organisation to maximise its efficiency and to ensure that it conducts its business according to good corporate governance and practices.

The Company Secretary is located within Corporate Governance and is responsible for the operations of Council, including legal, secretarial and administrative support. In compliance with good corporate governance, the Company Secretary also facilitates self-assessment of the Council and its Committees as well as financial disclosures by Council Members. The responsibilities are strategic and incorporate all matters pertaining to corporate governance and compliance with King IV Report.

The role and responsibilities of the Company Secretary are:

- To ensure compliance and good corporate governance throughout the Institution by providing legal guidance and support to the Council, management and employees to enable them to discharge their fiduciary and other responsibilities effectively.
- To provide guidance and advice within the Institution on ethics, good governance, compliance and legal matters to ensure compliance and good governance.
- To ensure compliance with all relevant legislation, policies and procedures through monitoring the compliance within the Institution.
- To promote compliance and good corporate governance within the Institution through training, advising and providing guidance.
- To provide effective and efficient support to Council, management and staff by effective minute taking, co-ordination of statutory meetings and distributing relevant information.
- To negotiate and draft agreements and provide opinions and interpretations of agreements to ensure the interests of the Institution are protected.
- To ensure the effective, efficient and economic implementation of institutional strategies and policies in accordance with relevant legislation and policies.
- To draft and advise on policies as well as compiling manuals and procedural guidelines to ensure good governance.

13. SOCIAL RESPONSIBILITY

Freedom Park sees social responsibility as a form of self-regulation of their corporate conscience and citizenship. The goal of Freedom Park's social responsibility is to encourage the institution's actions towards the positive impact of stakeholder, community and employee responsibility.

Freedom Park aligns itself with relevant institutions to create a better environment to live and work in. Community development takes place within the Salvokop Community where the Institution is situated. Other outreach projects to communities were inter alia to Hermanstad, Calvinia and youth projects by developing social community awareness. This kind of collective activism is reached by social education and awareness goals.

14. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

During 2019/20, Freedom Park appointed a service provider to rate and issue a BBBEE certificate to achieve non-compliance, due to other areas such as skills development not being awarded points. Remedial action taken was DTI conducting a session with Freedom Park officials and appointing the new service provider. All these gaps led to a non-compliant certificate. The gaps have since been addressed to get a compliant certificate for the 2020/21 financial year.

The table below was completed per the compliance to the BBBEE requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

Has the Department / Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:

Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	Yes	Freedom Park has a system of signing MOU's and SLA's with different stake holders to achieve its business offerings.
Developing and implementing a preferential procurement policy?	Yes	All procurement of goods, services and works for Rand value equal to or above R30 000 and up to R50 000 000 or more Preferential Procurement Regulations, 2017 applies. Freedom Park through Corporate Governance has a system of tracking validity of policies and change in legislation environment to update its policies.
Determining qualification criteria for the sale of state-owned enterprises?	N/A	
Developing criteria for entering into partnerships with the private sector?	Yes	Freedom Park achieve partnerships with the private sector through collaboration on events.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	Yes	Freedom Park has a system of awarding incentives to support Black Economic Empowerment through a venue waiver, for the events or programme.

15. AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2021 as required by section 77 of the Public Finance Management Act, 1999 (Act No.1 of 1999, as amended by Act No. 29 of 1999) (PFMA) read with treasury regulation 27.1.10.

Audit and Risk Committee's Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from Section 51 (1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The Effectiveness of Internal Control

The results of the internal audit process indicated that controls have been operating as intended in some of the areas in the entity. Some areas exist where the internal control system is adequate but not effective, as identified during the internal audits conducted. The Auditor-General has also identified a number of control deficiencies/non-adherence to controls during their audit. During the financial year the Audit and Risk Committee met with management on a quarterly basis to track their progress in resolving outstanding internal control issues previously raised by the Auditor-General and Internal Audit.

The Council has delegated the mandate of ensuring an oversight role over the risk management to the Audit and Risk Committee. The strategic risk profile is generated from the Risk Management Strategy Framework and results of the annual risk assessment workshop with stakeholders, Council and management. The risks were analyzed through a concerted approach by assessing them on an inherent or pre-control basis, thereafter allowing risk owners to explicitly state their desired risk control effectiveness, and finally aligning with the control effectiveness rating of the internal assurance providers.

There were no major changes in our business model to necessitate a shift in the strategic risks. The strategic risk register is a living document, and the identified risks were assessed in terms of impact and likelihood and results were approved by the Council. The Audit and Risk Committee monitored the implementation of the risk mitigation through quarterly reports.

The Audit and Risk Committee reviewed the progress with respect to the ICT Governance in line with the ICT Framework issued by the Department of Public Service and Administration. The Committe The Committee noted progress made on the ICT Internal Control, the implementation of the Information and Communication Technology strategy, review of Disaster Recovery Plan and the Business Continuity Plan.

Internal audit function

The Audit and Risk Committee has considered and evaluated the Internal Audit reports and is satisfied with management's responses and action plans to address the internal control matters identified through Internal Audit.

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the entity revealed certain weaknesses, which were then raised with the entity.

The following internal audit work was completed during the year under review:

- Reviewed Internal Audit quarterly progress reports against plans.
- Approved the Audit Strategy for 2020/21.
- Reviewed the quarterly financial and performance information
- Reviewed progress on management action plans to address audit findings.
- Reviewed the effectiveness of the risk management system.
- Evaluated its performance for 2020/21 and effectiveness in fulfilling its functions.
- Approved the draft annual financial statements and the annual performance report for 2020/21 before submission to the Auditor-General.

The following were areas of concern:

- Delays of implementation of consequence management on irregular and fruitless and wasteful expenditure incurred.

Management has committed to the consequence management implementation plan is to improve the delay through the HR committee and quarterly feedback to the Audit and Risk Committee meetings. The Audit and Risk Committee has considered and evaluated the Internal Audit reports and is satisfied with management's responses and action plans to address the internal control matters identified through Internal Audit. The Audit and Risk Committee is satisfied that the internal audit function maintains an effective internal quality assurance and programme that covers all aspects of the internal audit activity.

In-Year Management and Monthly/Quarterly Report

The Audit and Risk Committee is satisfied with the content and quality of monthly and quarterly reports prepared and issued by the Freedom Park during the year under review are in compliance with the statutory framework. These reports enabled the Audit and Risk Committee to adequately exercise oversight in terms of its Charter. The Audit and Risk Committee has ensured, principally through the Internal Audit, that the systems of performance measurement and reporting, as well as the systems of internal control that underpin the performance management framework of the entity, remain robust and are addressed routinely in the audit plans. In the final audit, deficiencies in the system of control over Supply Chain Management and assets were identified. The entity has reported monthly and quarterly to the Treasury as is required by the PFMA.

The Audit and Risk Committee is of the opinion that the systems of internal controls were mostly adequate and effective during the year under review and, where weaknesses have been identified this has been discussed with management, and corrective measures were implemented. The adequate and effective internal control assisted in producing accurate monthly and quarterly reports. The Audit and Risk Committee is satisfied that it has discharged its functions and responsibilities during the year under review.

Evaluation of Financial Statements

We have reviewed and commented on the entity's annual financial statements prepared by Freedom Park and their timely submission to the external auditors.

Except for the matters identified by the Auditor-General in the audit report, the Audit and Risk Committee is confident that the annual financial statements have been prepared in terms of GRAP and the PFMA.

Evaluation of Finance Function

The Audit and Risk Committee is satisfied the finance function is capacited with the appropriate expertise and adequate resources. Finance function is operating optimally.

Performance management

The Audit and Risk Committee received regular reports from management regarding the performance of the entity, the tracking and monitoring of key performance indicators, details of budgets, forecast, capital expenditure, and reliability of management information used during the financial reporting process.

The Audit and Risk Committee is satisfied that management was reviewing the performance information reports on a quarterly basis against both the approved annual performance plan that was tabled in parliament. The Audit and Risk Committee is also satisfied that the performance reports have been prepared in terms of the PFMA, Treasury Regulations and any other related regulatory requirements.

External Auditor's Report

We have reviewed the entity's implementation plan for audit issues raised in the prior year and we are satisfied that the matters have been adequately resolved except for the following:

- The improvement on the digitization of the PAA documents which has an impact on business continuity
- Implementation of the inventory module as an integrated addon to the financial system

The Audit Committee concurs and accepts the conclusions of the Auditor-General on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

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Ms Fayruz Mohamed
Chairperson of the Audit and Risk Committee
Freedom Park
31 August 2021

PART D:
HUMAN RESOURCES MANAGEMENT

1. INTRODUCTION

1.1 OVERVIEW OF HUMAN RESOURCE MATTERS AT FREEDOM PARK

The Human Resources (HR) team offers strategic support to the core business of Freedom Park by assisting line-management to implement operational excellence and develop human capital capabilities and potential. During the year under review dissemination of information via emails were done to provide and guide staff on the processes that will enable them to make informed decisions regarding their rights as employees, their benefit options and the human resource policies and procedures.

Freedom Park has actively identified new areas for organisational learning such as Change management and Compliance training (First Aid training). In the financial year under review, a total percentage of 10% of staff underwent training to date, and this percentage includes Covid-19 training.

The National Education, Health and Allied Workers Union (NEHAWU) is the only union recognised by Freedom Park, with 73% of the bargaining unit members comprised of employees. The annual salary review was finalised without any undue impact on the operations of the organisation.

1.2. HR PRIORITIES FOR 2020/21

During the 2020/21 financial year, Freedom Park embarked on an organisational realignment process to ensure that the organisation is optimally structured to deliver on its mandate. This process is still underway and will be finalised in the first quarter of the new financial year. Upon finalising the organisational structure, critical activities such as the job evaluation of positions will be undertaken to ensure that a consistent and rational process of determining the salary structure for various job levels is in place..

1.3 EMPLOYEE WELLNESS

Programmes to strengthen the employer-employee relationship is an important goal for the HR department. Freedom Park approach to employee wellness is anchored in its belief that there is a direct correlation between productivity and the well-being of its employees. Accordingly, Freedom Park introduced an Employee Wellness Programme in 2018. In the year under review, the programme continued to assist employees to identify and resolve personal or work-related problems, providing emotional assistance and support interventions to employees. Freedom Park employees participated in the following wellness programmes during the reporting period: (a) Wellness day/ HR Open day, November 2020..

1.4 POLICY DEVELOPMENT

In the last financial year 2020/21 Five (5) HR policies and procedures were approved. Freedom Park continued to put in place a mechanism through which its policies are viewed on a regular basis to ensure alignment of its HR policies to relevant legislation and its operational requirements.

1.5 CHALLENGES FACED BY FREEDOM PARK

Freedom Park did not perform well in training of employees. 10% (percent) of the Training Plan for 2020/2021 was implemented. This is due to staff availability for training was not open due to Covid-19 lockdown constraints.

The need for performance Management and labour law training for all employees was also identified during the financial year and this training form part of the HR unit's priorities for the 2021/22 financial year. The labour law training will cover key labour matters competency gaps, and practically assist in the daily use of labour law and a management chairing of disciplinary cases. It is envisioned that the performance Management training will assist Freedom Park in identifying performance gaps among employees and come up with interventions on how to assist employees achieve short-term and long-term goals.

Freedom Park currently does not undertake succession planning and the organisation will look at ways which will support succession planning by implementing leadership development programs.

1.6 FUTURE HR PLANS AND GOALS

The following high-level HR priorities will be embarked on to create a platform for Freedom Park to achieve its strategic objectives: (a) Implementation of career ladders and succession plans, (b) Developing and rolling out talent Management programmes for Identification of the key gaps between the talent in place and the talent required to drive organisation success, (c) Developing and implementing programmes to ensure a performance Management culture is fully embedded within the organisation, and (d) Developing highly skilled people

2. HUMAN RESOURCE OVERSIGHT STATISTICS

The following section presents statistics relevant to Freedom Park staff complement. The data and statistics include short term contracts.

2.1 PERSONNEL RELATED EXPENDITURE

Personnel Cost by programme/ activity/ objective

Programme	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Administration	60 944	27 548	45%	56	492
Business Development	60 944	19 819	33%	23	862
Public Engagement	60 944	13 577	22%	18	754

Personnel cost by salary band

Level	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	2 094	3%	1	2 094
Senior Management	3 823	9%	4	956
Professional qualified	29 863	49%	33	905
Skilled	14 285	23%	25	571
Semi-skilled	8 394	14%	23	365
Unskilled	2 484	4%	11	226
TOTAL	**60 944**	**100%**	**97**	

Personnel expenditure reflected here include payments made to employees employed by Freedom Park.

Performance Rewards

Programme	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management	0	2 094	0%
Senior Management	0	3 823	0%
Professional qualified	0	29 863	0%
Skilled	0	14 285	0%
Semi-skilled	0	8 394	0%
Unskilled	0	2 484	0%
TOTAL	**0**	**60 944**	

No performance bonuses were awarded for the Financial Year 2020/21

Training Costs

Directorate/ Business Unit	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost.	No. of employees trained	Average training cost per employee
Freedom Park- Human Resources	Nil	40 000	0.66%	73	R547.94

Employment and vacancies

Programme	2018/2019 No. of Employees	2019/2020 Approved Posts	2020/2021 Vacancies	% of vacancies
Top Management	1	1	0	0
Senior Management	6	6	1	0,14%
Professionally qualified	30	30	1	0,14%
Skilled	24	24	3	42,83%
Semi-skilled	21	21	2	28,57%
Unskilled	11	11	0	0
TOTAL	**93**	**93**	**7**	

Freedom Park Administration positions were frozen for FY 2020/21 pending the organisational realignment. Due to lack of staff capacity or critical skills within Human Resources (HR) (filled) and Park Operations departments (2x positions filled) – 3 positions were approved by the Council.

Employment changes

The below provide information on changes in employment over the financial year under review.

Salary Band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	1	0	0	1
Senior Management	6	1	1	5
Professional qualified	23	1	2	23
Skilled	24	1	2	22
Semi-skilled	28	2	3	27
Unskilled	11	0	0	11
Total	**95**	**5**	**8**	**89**

Reasons for staff leaving (16)

Reason	Number	% of total no. of staff leaving
Death	0	0
Resignation	5	62,5%
Dismissal	1	12,5%
Retirement	1	12,5%
Ill health	0	0
Expiry of contract	1	12,5%
Other	0	0
Total	**8**	

The bulk of staff leaving were due to resignations and some retirement. Measures to placate staff leaving included immediate advertising of the jobs was embarked on and relevant staff were appointed to act in some of these positions to mitigate against such positions being vacant for undue long space of time

Labour Relations: Misconduct and disciplinary action

At the end of the year under review the following are our cases of misconduct and disciplinary action conducted during the financial year.

Nature of disciplinary Action	Number
Verbal Warning	1
Written Warning	0
Final Written Warning	1
Dismissal	2
Other	1-salary deduction
TOTAL	**5**

Equity Target and Employment Equity Status

Employee Equity race and gender targets never agitate critical and needing immediate re-addressing in the institution due to the current race and gender complexion in the organisation except the disabled equity category .The organisation current equity profiles is 89,5% Black,4,4% Coloured ,2.1% Indian and 5% White. The organisation employee equity target that remains elusive is the absence of disabled staff in the organisation. Interventions in this regard include outreach liaisons with institutions that have data base of disabled skills profiles and contacting these in instances of recruitment.

At the end of the year under review, our staff establishment was as follows:

Levels	MALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	0	0	0	0
Professional qualified	8	0	1	0	0	0	0	0
Skilled	8	0	0	0	1	0	0	0
Semi-skilled	10	0	1	0	0	0	0	0
Unskilled	7	0	0	0	0	0	0	0
TOTAL	**36**	**0**	**2**	**0**	**1**	**0**	**0**	**0**

At the end of the year under review, our staff establishment was as follows: (continued)

Levels	FEMALE							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	0	0	0	0	0	0	0
Senior Management	4	0	0	0	0	0	0	0
Professional qualified	12	0	0	0	1	0	2	0
Skilled	11	0	2	0	0	0	1	0
Semi-skilled	15	0	0	0	0	0	2	0
Unskilled	4	0	0	0	0	0	0	0
TOTAL	**42**	**0**	**2**	**0**	**1**	**0**	**5**	**0**

At the end of the year under review, our staff establishment was as follows: (continued)

Levels	Disabled Staff			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	0	0
Skilled	0	0	0	0
Semi-skilled	0	0	0	0
Unskilled	0	0	0	0
TOTAL	**0**	**0**	**0**	**0**


Mar
Apr
Jun
Jul
Aug
Dec
CONNECTION
ANALYSIS
DATA
SEARCHING
VERIFICATION
CODING

PART E:
FINANCIAL INFORMATION

Freedom Park

(Registration number GG NO 31443 of 26 September 2008)

Annual Financial Statements

for the year ended 31 March 2021

General Information

Country of incorporation and domicile	South Africa
Legal form of entity	Schedule 3A Public Entity in terms of Public Finance Management Act (Act 1 0f 1999
Nature of business and principal activities	Heritage destination that reflects upon the past South Africa
Members	Mr MCR Makopo Chairperson
	Dr MR Raphalalani
	Kgosi EM Mabalane
	Ms F Mohamed
	Ms W Jabosigo
	Mr M Mpanza
	Mr R Nyandeni
	Ms L Robinson
	Mr M Tsedu
Registered office	Corner Koch and 7th Avenue
	Salvokop
	Pretoria
	0001
Business address	Corner Koch street and 7th Avenue
	Salvokop
	Pretoria
	0001
Postal address	P.O. Box 2710
	Pretoria
	Gauteng
	South Africa
	0001
Bankers	Nedbank
Auditors	Auditor-General of South Africa
Secretary	Ms M Koto
Preparer	The annual financial statements were internally compiled by:
	Hulisani Ramugadi
	Chief Financial Officer

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The reports and statements set out below comprise the annual financial statements presented to the Council:

IT	Information Technology
GRAP	Generally Recognised Accounting Practice
IAS	International Accounting Standards
ICT	Information Communication Technology
ASB	Accounting Standards Board
FIFO	First-in first-out
COID	Compensation for Occupational injuries and diseases (South Africa)
PFMA	Public Finance Management Act (Act 1 of 1999)
UIF	Unemployment Insurance Fund

Report of the auditor-general to Parliament on Freedom Park

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of Freedom Park set out on pages 99 to 151 which comprise the statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.

2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Freedom Park as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with South African Standards of Generally Recognised Accounting Practices (SA standards on GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA).

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.

4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of matters

6. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Restatement of corresponding figures

7. As disclosed in note 36 to the financial statements, the corresponding figures for 31 March 2020 were restated as a result of an error in the financial statements of the entity at 31 March 2020, and for the year ended 31 March 2021.

Responsibilities of the accounting authority for the financial statements

8. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the South African Generally Recognised Accounting Practice and the requirements of the Public Finance Management Act (PFMA) 1999 (Act No. 1 of 1999), and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

9. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

10. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

11. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Report on the audit of the annual performance report

Introduction and scope

12. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programme presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.

13. My procedures address the usefulness and reliability of the reported performance information, which must be based on the public entity's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the entity enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.

14. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the public entity's annual performance report for the year ended 31 March 2021:

Programme	Pages in the annual performance report
Programme 2 – business development	34 to 48

15. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

16. I did not identify any material findings on the usefulness and reliability of the reported performance information for this programme:

- Programme 2 – Business Development

Other matters

17. I draw attention to the matters below.

Achievement of planned targets

18. Refer to the annual performance report on pages 30 to 53 for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets.

Adjustment of material misstatements

19. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of Business Development. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

20. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the public entity's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

21. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements and Annual Performance Report

22. The financial statements submitted for auditing were not prepared in accordance with the prescribed financial reporting framework, as required by section 55(1) (b) of the PFMA.

23. Material misstatements of property, plant and equipment, financial instruments, related parties, cashflow statement and commitments identified by the auditors in the submitted financial statement were corrected, resulting in the financial statements receiving an unqualified audit opinion.

Expenditure Management

24. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to R1 192 874 as disclosed in note 30 to the annual financial statements, as required by section 51(1)(b)(ii) of the PFMA. The irregular expenditure was due to procurement of services without following the correct procurement processes.

Procurement and Contract Management

25. Some of the contracts were awarded to suppliers whose tax matters had not been declared by the South African Revenue Services to be in order as required by Treasury Regulation 16A9.1(d).

26. Some of the bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2). Similar non-compliance was also reported in the prior year.

27. Some of the commodities designated for local content and production, were procured from suppliers who did not submit a declaration on local production and content in accordance with paragraph 3.4 of NationalTreasury Instruction Note 4 of 2015/2016.

28. I was unable to obtain sufficient appropriate audit evidence that commodities designated for local content and production, were procured from suppliers who met the prescribed minimum threshold for local production and content, as required by the 2017 Preferential Procurement Regulation 8(5)

Consequence management

29. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred irregular expenditure as required by section 51(1)(e)(iii) of the PFMA. This was due to proper and complete records that were not maintained as evidence to support the investigations into irregular expenditure.

30. Disciplinary steps were not taken against some of the officials who had incurred and permitted irregular expenditure, as required by section 51(1)(e)(iii) of the PFMA .

Other Information

31. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report which includes the audit and risk committee's report, minister's foreword, review by the chairperson of the board, chief executive officer's performance overview. The other information does not include the financial statements, the auditor's report and those selected programme presented in the annual performance report that have been specifically reported in this auditor's report.

32. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.

33. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

34. The other information I obtained prior to the date of this auditor's report are minister's foreword, review by the chairperson of the board, chief executive officer's performance overview, performance information for programme 1 and 3, risk management report, executive authority's report, compliance with laws and regulations report, and human resource management report and the audit and risk committee report which was made available to us on 16 August 2021.

35. If, based on the work I have performed on the other information that I obtained prior to the date of this auditor's report, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Internal control deficiencies

36. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.

37. Management did not implement adequate internal controls to ensure preparation of accurate and complete financial statements as material misstatements that resulted in material instances of non-compliance were identified during the audit.

38. Management did not adequately monitor compliance with applicable legislation. This resulted in non-compliance with procurement legislation resulting in irregular expenditure.

Auditor - General

Pretoria

20 August 2021

AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

Annexure – Auditor-general's responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for the selected programme and on the public entity's compliance with respect to the selected subject matters.

Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I also:

   - identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
   - obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control
   - evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors, which constitutes the accounting authority.
   - conclude on the appropriateness of the accounting authority's use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of Freedom Park to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
   - evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Communication with those charged with governance

3. I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

4. I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

Accounting Authority's Responsibilities and Approval

The Council are required by the Public Finance Management Act (Act 1 of 1999) (PFMA), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is the responsibility of the Council to ensure that the annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared by management in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board (ASB).

The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council acknowledge that they are ultimately responsible for the system of internal financial control established by the entity and places considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the accounting authority sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The Council have reviewed the entity's cash flow forecast for the year to 31 March 2022 and, in the light of this review and the current financial position, they are satisfied that the entity has access to adequate resources to continue in operational existence for the foreseeable future.

The entity is wholly dependent on the Department of Sport, Arts and Culture for continued funding of operations. The annual financial statements are prepared on the basis that the entity is a going concern and that the Department of Sport, Arts and Culture has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

The annual financial statements set out on pages 86 to 151 which have been prepared on the going concern basis, were approved by the Council on 23 August 2021 and were signed on its behalf by:

Mr MCR Makopo

Chairperson : Freedom Park

Statement of Financial Position as at 31 March 2021

Figures in Rand	*Note(s)*	*2021*	*2020* Restated*
Assets			
Current Assets			
Inventories	*3*	117 743	171 500
Receivables from exchange transactions	*4*	1 383 488	1 197 981
Cash and cash equivalents	*5*	74 043 175	68 296 315
		75 544 406	69 665 796
Non-Current Assets			
Property, plant and equipment	*6*	440 623 493	648 401 816
Intangible assets	*7*	2 465 552	4 684 136
Heritage assets	*8*	116 495	130 938
		443 205 540	653 216 890
Total Assets		**518 749 946**	**722 882 686**
Liabilities			
Current Liabilities			
Operating lease liability	*10*	352 047	314 327
Payables from exchange transactions	*11*	7 348 693	5 745 452
Unspent conditional grants and receipts	*12*	56 802 119	59 113 745
Provisions	*13*	2 786 715	2 329 220
		67 289 574	67 502 744
Non-Current Liabilities			
Operating lease liability	*10*	4 940 313 860	4 677 025 927
Total Liabilities		**5 007 603 434**	**4 744 528 671**
Net Assets		**(4 488 853 488)**	**(4 021 645 985)**
Accumulated deficit		**(4 488 853 485)**	**(4 021 645 979)**

*See Note 36

Statement of Financial Performance

Figures in Rand	*Note(s)*	*2021*	*2020*
			Restated*
Revenue			
Revenue from exchange transactions			
Service charges	*14*	129 482	1 320 746
Rental of facilities and equipment	*15*	5 000	439 490
Discount received		1 851	-
Other income		144 895	160 793
Interest received - investment	*17*	2 051 012	4 669 669
Gain on foreign exchange		-	1 071
Inventories reversal		2 146	11 319
Total revenue from exchange transactions		**2 334 386**	**6 603 088**
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	*18*	96 233 626	96 056 000
Public contributions and donations	*37*	200 290	-
Total revenue from non-exchange transactions		**96 433 916**	**96 056 000**
Total revenue		**98 768 302**	**102 659 088**
Expenditure			
Employee related costs	*19*	(61 397 143)	(62 468 725)
Depreciation and amortisation		(20 843 750)	(24 397 903)
Impairment losses on property, plant and equipment	*20*	(189 099 710)	(717 684)
Lease rentals on operating lease	*9*	(263 622 652)	(263 795 310)
Debt Impairment	*38*	(92 903)	-
Bad debts written off		(10 804)	(273 313)
Loss on disposal of assets and liabilities		(1 898 969)	(479 007)
Loss on foreign exchange		(475)	-
General Expenses	*21*	**(29 063 127)**	**(34 586 603)**
Total expenditure		**(566 029 533)**	**(386 718 545)**
Deficit for the year		**(467 261 231)**	**(284 059 457)**

*See Note 36

Statement of Changes in Net Assets

Figures in Rand	*Accumulated deficit*	*Total net assets*
Opening balance as previously reported	(3 733 828 720)	(3 733 828 720)
Adjustments		
Correction of errors	(3 542 210)	(3 542 210)
Prior year adjustments	(215 592)	(215 592)
Balance at 01 April 2019 as restated*	(3 737 586 522)	(3 737 586 522)
Changes in net assets		
Deficit for the year	(284 059 457)	(284 059 457)
Total changes	**(284 059 457)**	**(284 059 457)**
Opening balance as previously reported	(4 017 825 876)	(4 017 825 876)
Adjustments		
Prior year adjustments	(3 766 378)	(3 766 378)
Balance at 01 April 2020 as restated*	(4 021 592 254)	(4 021 592 254)
Changes in net assets		
Deficit for the year	(467 261 231)	(467 261 231)
Total changes	**(467 261 231)**	**(467 261 231)**
Balance at 31 March 2021	**(4 488 853 485)**	**(4 488 853 485)**

*See Note 36

Cash Flow Statement

Figures in Rand	*Note(s)*	*2021*	*2020 Restated**
Cash flows from operating activities			
Receipts			
Sale of goods and services		279 377	1 833 037
Grants		92 753 000	96 056 000
Interest received		2 051 012	4 669 669
Other receipts		1 169 000	3 851 236
		96 252 389	106 409 942
Payments			
Employee costs		(60 555 791)	(62 468 725)
Suppliers		(28 171 912)	(35 531 632)
		(88 727 703)	(98 000 357)
Net cash flows from operating activities	*23*	**7 524 686**	**8 409 585**
Cash flows from investing activities			
Purchase of property, plant and equipment	*6*	(1 821 393)	(577 349)
Proceeds from sale of property, plant and equipment	*6*	94 044	(19 472)
Purchase of intangible assets	*7*	(50 000)	(15 697)
Proceeds from sale of intangible assets	*7*	-	19 472
Net cash flows from investing activities		(1 777 349)	(593 046)
Net increase in cash and cash equivalents		5 747 337	7 816 539
Cash and cash equivalents at the beginning of the year		**68 296 315**	**60 478 711**
Effect of exchange rate movement on cash balances		(475)	1 065
Cash and cash equivalents at the end of the year	5	**74 043 177**	**68 296 315**

*See Note 36

Statement of Comparison of Budget and Actual Amounts

Budget on Accrual Basis						
Figures in Rand	**Approved budget**	**Adjustments**	**Final Budget**	**Actual amounts on comparable basis**	**Difference between final budget and actual**	**Reference**
Statement of financial performance						
Revenue						
Revenue from exchange transactions						
Rendering of services	1 475 000	(1 106 250)	368 750	129 482	(239 268)	32.1
Rental of facilities and equipment	921 000	(690 750)	230 250	5 000	(225 250)	32.2
Discount received	-	-	-	1 851	1 851	
Other income	169 000	(116 000)	53 000	145 185	92 185	32.3
Interest received	2 000 000	(800 000)	1 200 000	2 051 012	851 012	32.4
Total revenue from exchange transactions	**4 565 000**	**(2 713 000)**	**1 852 000**	**2 332 530**	**480 530**	
Revenue from non-exchange transactions						
Transfer revenue						
Government grants and subsidies	99 700 000	(6 947 000)	92 753 000	92 753 000	-	32.5
Public contributions and donations	899 500	-	899 500	200 000	(699 500)	32.12
Transfer from deffered income	3 200 000	-	3 200 000	1 938 649	(1 261 351)	32.13
Grant: facilities management	3 851 000	-	3 851 000	406 571	(3 444 429)	32.14
Total revenue from non-exchange transactions	**107 650 500**	**(6 947 000)**	**100 703 500**	**95 298 220**	**(5 405 280)**	
Total revenue	**112 215 500**	**(9 660 000)**	**102 555 500**	**97 630 750**	**(4 924 750)**	
Budget on Accrual Basis						

Statement of Comparison of Budget and Actual Amounts (Continued)

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Reference
Expenditure						
Personnel	(67 704 760)	4 869 311	(62 835 449)	(61 397 143)	1 438 306	32.6
Depreciation and amortisation	-	-	-	(20 843 750)	(20 843 750)	32.8
Impairment loss/ Reversal of impairments	-	-	-	(189 099 710)	(189 099 710)	32.8
Lease rentals on operating lease	-	-	-	(263 622 652)	(263 622 652)	32.9
Debt impairment	-	-	-	(92 903)	(92 903)	
Bad debts written off	-	-	-	(10 804)	(10 804)	31.8
General expenses	(41 143 051)	1 423 000	(39 720 051)	(29 063 127)	10 656 924	32.7
Total expenditure	**(108 847 811)**	**6 292 311**	**(102 555 500)**	**(564 130 089)**	**(461 574 589)**	
Operating deficit	3 367 689	(3 367 689)	-	(466 499 339)	(466 499 339)	
Loss on disposal of assets	-	-	-	(1 898 969)	(1 898 969)	32.8
Loss on foreign exchange	-	-	-	(475)	(475)	32.10
Inventories losses/ write-downs	-	-	-	2 146	2 146	32.11
	-	-	-	(1 897 298)	(1 897 298)	
Deficit before taxation	3 367 689	(3 367 689)	-	(468 396 637)	(468 396 637)	
Actual amount on comparable basis as presented in the budget and actual comparative statement	**3 367 689**	**(3 367 689)**	-	**(468 396 637)**	**(468 396 637)**	

ACCOUNTING POLICIES

1. Presentation of Annual Financial Statements

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand. All figures are rounded to the nearest rand.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these annual financial statements, are disclosed below.

1.1 Going concern assumption

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months. The ability of the entity to contunue as going concern is dependent on a number of factors. The most significant of these is the operating grant received from Department of Sport, Arts and Culture.

1.2 Significant judgements and sources of estimation uncertainty

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement are inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

Receivables

The entity assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, the entity makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from loans and receivables.

The impairment for trade receivables is calculated on a portfolio basis. For amounts due to the entity, significant financial difficulties of the receivable, probability that the receivable will enter bankruptcy and default of payments are all considered indicators of impairment .

1.2 Significant judgements and sources of estimation uncertainty (Continued)

Impairment testing

The recoverable amounts of potentially impaired cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of the assets.

Value in use of cash-generating assets

The entity reviews and tests the carrying value of cash-generating assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. Expected future cash flows used to determine the value in use of the assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors, together with economic factors such as exchange rates, inflation and interest rates.

Value in use of non-cash-generating assets

The entity reviews and tests the carrying value of non-cash generating assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. If there are indications that impairment may have occurred, the remaining service potential of the asset is determined. The most appropriate approach selected to determine the remaining service potential is dependent on the availability of data and the nature of the impairment.

Internally generated intangible assets and intangible assets with an indefinite useful life are tested on an annual basis for impairment.

Provisions

Provisions were raised for which management determined the best estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 - Provisions.

Useful lives of property, plant and equipment and other assets

The entity's management determines the estimated useful lives and related depreciation charges for its property, plant and equipment and other assets. This estimate involves a matter of judgement based on the experience of the entity with similar assets. The entity considers all facts and circumstances in estimating the useful lives of assets, which includes the consideration of financial, technical and other factors. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives and decrease the depreciation charge where useful lives are more than previously estimated useful lives.

Effective interest rate

The entity used the prime interest rate to discount future cash flows.

1.3 Property, plant and equipment

Property, plant and equipment are tangible non-current assets (including infrastructure assets) that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to the entity; and
- the cost or fair value of the item can be measured reliably.

Property, plant and equipment are initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, and other costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment are subsequently carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated over their expected useful lives to their estimated residual values. The depreciation charge for each period is recognised in surplus or deficit.

1.3 Property, plant and equipment (Continued)

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Artwork	Straight line	Indefinite
Buildings	Straight line	10-80 years
Furniture and fittings	Straight line	5-15 years
IT equipment	Straight line	4-10 years
Library material	Straight line	10-15 years
Motor vehicles	Straight line	5-7 years
Office equipment	Straight line	4-15 years
Infrastructure	Straight line	10-80 years

The entity assesses at each reporting date whether there is any indication that the entity's expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate in terms of the Standard of GRAP on Accounting Policies, Changes in Estimates and Errors.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

The entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 6).

1.4 Intangible assets

- is separable, i.e. is capable of being separated or divided from the entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or

- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

1.4 Intangible assets (Continued)

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the entity; and
- the cost or fair value of the asset can be measured reliably.

Intangible assets are initialy measured at cost.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are subsequently carried at cost less any accumulated amortisation and any impairment losses.

An intangible asset is regarded as having an indefinite useful life when, based on all relevant factors, there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows or service potential. Amortisation is not provided for these intangible assets, but they are tested for impairment annually and whenever there is an indication that the asset may be impaired

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life

Amortisation is provided on a straight line basis over the expected useful lives of the intangible assets

The residual value of an intangible asset with a finite useful life shall be assumed to be zero unless:

(a) there is a commitment by a third party to acquire the asset at the end of its useful life; or

(b) there is an active market for the asset and:

(i) residual value can be determined by reference to that market; and

(ii) it is probable that such a market will exist at the end of the asset's useful life.

Amortisation is provided to write down the intangible assets to their residual values. The amortisation charge for each period is recognised in surplus or deficit.

The useful lives of intangible assets have been assessed as follows:

Item	Amortisation method	Average useful life
Computer software	Straight line	4-8 years
Film and other	Straight line	4-8years

1.4 Intangible assets (Continued)

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of an intangible assets is included in surplus or deficit when the asset is derecognised (unless the Standard of GRAP on Leases requires otherwise on a sale and leaseback). The gain or loss arising from the derecognition of an intangible asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the asset

1.5 Heritage assets.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

Recognition

The entity recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

When the entity holds a heritage asset, but on initial recognition it does not meet the recognition criteria because it cannot be reliably measured, information of such heritage asset is disclosed in note 8 - Heritage assets.

Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent measurement

Subsequent to initial measurement, classes of heritage assets are carried at cost less any accumulated impairment losses.

Impairment

The entity assesses at each reporting date whether there is an indication that it may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

Derecognition

The entity derecognises a heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

1.5 Heritage assets (Continued)

The gain or loss arising from the derecognition of a heritage asset is the difference between the disposal proceeds and the carrying amount and is included in surplus or deficit when the asset is derecognised.

The enitty separately discloses expenditure to repair and maintain heritage assets in the notes to the fiancial statements (see note 8)

1.6 Impairment of non-cash-generating assets

Cash-generating assets are assets used with the objective of generating a commercial return. Commercial return means that positive cash flows are expected to be significantly higher than the cost of the asset.

Non-cash-generating assets are assets other than cash-generating assets.

Impairment is a loss in the future economic benefits or service potential of an asset, over and above the systematic recognition of the loss of the asset's future economic benefits or service potential through depreciation (amortisation).

Carrying amount is the amount at which an asset is recognised in the statement of financial position after deducting any accumulated depreciation and accumulated impairment losses thereon.

A cash-generating unit is the smallest identifiable group of assets managed with the objective of generating a commercial return that generates cash inflows from continuing use that are largely independent of the cash inflows from other assets or groups of assets.

Costs of disposal are incremental costs directly attributable to the disposal of an asset, excluding finance costs and income tax expense.

Depreciation (Amortisation) is the systematic allocation of the depreciable amount of an asset over its useful life.

Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use.

Useful life is either:

- the period of time over which an asset is expected to be used by the entity; or
- the number of production or similar units expected to be obtained from the asset by the entity.

Judgements made by management in applying the criteria to designate assets as non-cash-generating assets or cash-generating assets, are as follows:

Present value of future cash flows exceeds carrying value of the assets

1.6 Impairment of non-cash-generating assets (Continued)

Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The entity assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the entity estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

Value in use

Value in use of non-cash-generating assets is the present value of the non-cash-generating assets remaining service potential.

The present value of the remaining service potential of a non-cash-generating asset is determined using the following approach:

Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash-generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the current reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost and reproduction cost of an asset is determined on an “optimised” basis. The rationale is that the entity will not replace or reproduce the asset with a like asset if the asset to be replaced or reproduced is an overdesigned or overcapacity asset. Overdesigned assets contain features which are unnecessary for the goods or services the asset provides. Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost or reproduction cost of an asset on an optimised basis thus reflects the service potential required of the asset.

1.6 Impairment of non-cash-generating assets (Continued)

Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued non-cash-generating asset is treated as a revaluation decrease.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the entity recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

Reversal of an impairment loss

The entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for a non-cash-generating asset may no longer exist or may have decreased. If any such indication exists, the entity estimates the recoverable service amount of that asset.

An impairment loss recognised in prior periods for a non-cash-generating asset is reversed if there has been a change in the estimates used to determine the asset's recoverable service amount since the last impairment loss was recognised. The carrying amount of the asset is increased to its recoverable service amount. The increase is a reversal of an impairment loss. The increased carrying amount of an asset attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined (net of depreciation or amortisation) had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss for a non-cash-generating asset is recognised immediately in surplus or deficit.

After a reversal of an impairment loss is recognised, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

1.7 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

1.7 Financial instruments (Continued)

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to the entity.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Classification

The entity has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivable from exchange transactions	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Payables from exchange transactions	Financial liability measured at amortised cost
Unspent conditional grants and receipts	Financial liability measured at amortised cost

Initial recognition

The entity recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

The entity recognises financial assets using trade date accounting.

1.7 Financial instruments (Continued)

Initial measurement of financial assets and financial liabilities

The entity measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability, except for financial instruments subsequently measured at fair value, which are measured at its fair value.

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at amortised cost.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

The entity assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

Derecognition

Financial assets

The entity derecognises financial assets using trade date accounting.

The entity derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;

1.7 Financial instruments (Continued)

- the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

- the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:
  - derecognises the asset; and
  - recognises separately any rights and obligations created or retained in the transfer.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit

Financial liabilities.

The entity removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

1.8 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Operating leases - lessee

The Freedom Park entered into a 99 year non-renewable lease agreement for land in Salvokop, Pretoria commencing on 24 June 2002. Any contigent rents are expensed in the period in which they are incured.

GRAP 13 requires operating lease payments to be recognised as an expense using the straight-line method

1.9 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for:

- distribution at no charge or for a nominal charge; or

- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

1.9 Inventories (Continued)

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

Current replacement cost is the cost the entity incurs to acquire the asset on the reporting date.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered.

The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

1.10 Accumulated surplus/(deficit)

The accumulated surplus/(defcit) represents the net difference between the total assets and the total liabilities of the entity. Any surpluses and deficits realised during a specific financial year are credited / debited against accumulated surplus/(deficit). Prior year adjustments, relating to income and expenditure, are credited / debited against accumulated surplus/(defcit) when retrospective adjustments are made.

1.11 Provisions and contingencies

A provision is a liability of uncertain timing or amount.
Provisions are recognised when:

- the entity has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

1.11 Provisions and contingencies (Continued)

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised.

Provisions are not recognised for future operating surplus.

If the entity has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

A contingent asset is a possible asset that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

A contingent liability is:

- a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 25.

1.12 Commitments

Items are classified as commitments when the entity has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are made in respect of unrecognised contractual commitments which include future capital commitments relating to property, plant and equipment, investment property, intangible assets and heritage assets, as applicable, operational commitments, as well as future commitments relating to operating leases. Refer to note 24 - Commitments.

Commitments for which disclosure is necessary to achieve a fair presentation are disclosed in a note to the financial statements, if both the following criteria are met:

- contracts should be non-cancellable or only cancellable at significant cost (for example, contracts for computer or building maintenance services); and
- contracts should relate to something other than the routine, steady, state business of the entity – therefore salary commitments relating to employment contracts or social security benefit commitments are excluded.

1.13 Revenue from exchange transactions

An exchange transaction is one in which the entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

Rendering of services

When the outcome of a transaction involving the rendering of services can be estimated reliably, revenue associated with the transaction is recognised by reference to the stage of completion of the transaction at the reporting date. The outcome of a transaction can be estimated reliably when all the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity;
- the stage of completion of the transaction at the reporting date can be measured reliably; and
- the costs incurred for the transaction and the costs to complete the transaction can be measured reliably.

When the outcome of the transaction involving the rendering of services cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that are recoverable.

1.13 Revenue from exchange transactions (Continued)

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by surveys of work performed.

Interest, royalties and dividends

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

- it is probable that the economic benefits or service potential associated with the transaction will flow to the entity; and
- the amount of the revenue can be measured reliably.

Interest is recognised, in surplus or deficit, using the effective interest rate method.

Dividends or similar distributions are recognised, in surplus or deficit, when the entity's right to receive payment has been established.

1.14 Revenue from non-exchange transactions

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, the entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Recognition.

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Revenue received from conditional grants, donations and funding are recognised as revenue to the extent that the entity has complied with the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met, a liability is recognised.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the entity.

When, as a result of a non-exchange transaction, the entity recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase

1.14 Revenue from non-exchange transactions (Contonued)

in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

The Goverment grants are monetory non-exchange transaction item. The fair value of the goverment grant is the consideration received

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Services in-kind

The entity recognises services in-kind that are significant to its operations and/or service delivery objectives as assets and recognise the related revenue when it is probable that the future economic benefits or service potential will flow to the entity and the fair value of the assets can be measured reliably.

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the entity discloses the nature and type of services in-kind received during the reporting period.

1.15 Investment income

Investment income is recognised on a time-proportionment basis using the effective interest method.

1.16 Employee benefits

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within 12 months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within 12 months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within 12 months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cell phones) for current employees.

When an employee has rendered service to the entity during a reporting period, the entity recognises the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

1.16 Employee benefits (Continued)

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and

- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when the entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Insured benefits

Where the entity pays insurance premiums to fund a post-employment benefit plan, the entity treats such a plan as a defined contribution plan unless the entity will have (either directly or indirectly through the plan) a legal or constructive obligation to either:

- pay the employee benefits directly when they fall due; or

- pay further amounts if the insurer does not pay all future employee benefits relating to employee service in the current and prior reporting periods.

If the entity retains such a legal or constructive obligation, the entity treats the plan as a defined benefit plan

Post-employment benefits: Defined contribution plans.

Defined contribution plans are post-employment benefit plans under which the entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to the entity during a reporting period, the entity recognises the contribution payable to a defined contribution plan in exchange for that service:

1.16 Employee benefits (Continued)

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, the entity recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

1.17 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year. Refer to note 35 - Comparative figures.

1.18 Fruitless and wasteful expenditure

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred and classified in accordance with the nature of the expense. Upon investigation, if a person was found to be liable in law for the fruitless and wasteful expenditure that occurred, a receivable is recognised for the recovery of the monies, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

For details on fruitless and wasteful expenditure, refer to note 29 - Fruitless and wasteful expenditure.

1.19 Irregular expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

(a)this Act; or

(b)the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or

(c)any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year-end and/or before finalisation of the financial statements, is recorded in the register and disclosed in the notes to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year-end, is recorded in the register and disclosed in the notes to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements are updated with the amount condoned.

1.19 Irregular expenditure

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority is recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account is created if such a person is liable in law. Immediate steps are thereafter taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The register is also updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto remains against the relevant programme/expenditure item, disclosed as such in the notes to the financial statements and updated accordingly in the register.

For details on irregular expenditure, refer to note 30 - Irregular expenditure.

1.20 Budget information

The approved budget is prepared on an accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 2020/04/01 to 2021/03/31.

1.21 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the entity, including those charged with the governance of the entity in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with the entity.

The entity is exempt from disclosure requirements in relation to related party transactions if the transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the entity to have adopted if dealing with an individual entity or person in the same circumstances; and terms and conditions within the normal operating parameters established by the entity’s legal mandate.

Where the entity is exempt from the disclosures in accordance with the above, the entity discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity’s financial statements to understand the effect of related party transactions. refer to note 26 - Related parties.

1.22 Events after reporting date

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The entity adjusts the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The entity discloses the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

2. New standards and interpretations

2.1 Standards and interpretations issued, but not yet effective

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2021 or later periods:

- GRAP 25 Employee Benefits	01 April 2021	Unlikely there will be a material impact
- GRAP 104 Financial Instruments	01 April 2021	Unlikely there will be a material impact
- iGRAP 7 The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction	01 April 2021	Unlikely there will be a material impact

GRAP 17 (as amended 2016): Property, Plant and Equipment

Amendments to the Standard of GRAP on Property, Plant and Equipment resulted from editorial changes to the original text and inconsistencies in measurement requirements in GRAP 23 and other asset-related Standards of GRAP in relation to the treatment of transaction costs. Other changes resulted from changes made to IPSAS 17 on Property, Plant and Equipment (IPSAS 17) as a result of the IPSASB's Improvements to IPSASs 2014 issued in January 2015 and Improvements to IPSASs 2015 issued in March 2016.

The most significant changes to the Standard are:

- General improvements: To clarify the treatment of transaction costs and other costs incurred on assets acquired in non-exchange transactions to be in line with the principle in GRAP 23 (paragraph .12) and to clarify the measurement principle when assets may be acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets.

2.1 Standards and interpretations issued, but not yet effective (Continued)

- IPSASB amendments: To clarify the revaluation methodology of the carrying amount and accumulated depreciation when an item of property, plant, and equipment is revalued and to clarify acceptable methods of depreciating assets. To align terminology in GRAP 17 with that in IPSAS 17. The term “specialist military equipment” in IPSAS 17 was replaced with the term “weapon systems” and provides a description of what it comprises in accordance with Government Finance Statistics terminology. To define a bearer plant and include bearer plants within the scope of GRAP 17, while the produce growing on bearer plants will remain within the scope of GRAP 27.

The effective date of the amendment is for years beginning on or after 01 April 2021.

The entity expects to adopt the amendment for the first time in the 2021/2022 annual financial statements.

The impact of this amendment is currently being assessed.

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
		Restated*
3.Inventories		
Merchandise	**117 743**	**171 500**

During the year an inventory gain of R 2 146 was realised (2020: R 11 319 gain) and taken into account in the statement of financial performance. The write down or gain was as a result of differences found between the system and count sheets during the inventory count as well as the subsequent measurement of inventory.

Inventory pledged as security

During the year no inventory was pledged as security

4. Receivables from exchange transactions.

Trade debtors	63 414	196 969
Employee costs in advance	7 105	262
Prepayments	1 312 969	1 000 750
	1 383 488	**1 197 981**

During the year no trade and other receivables were pledged as security

Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At 31 March 2021, R 23 (2020: R 52 039) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

The carrying amount of trade debtors comprise of the following:

Gross trade debtors	206 885	1 489 296
Impairment	(143 472)	(1 292 327)
Net trade debtors	**63 413**	**196 969**

Reconciliation of provision for impairment of trade and other receivables

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
		Restated*
Opening balance	(1 292 327)	(1 019 013)
Provision for impairment	(10 804)	(273 314)
Amounts written off as uncollectible	1 159 659	-
	(143 472)	**(1 292 327)**

5.Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	10 414	17 418
Bank balances	3 228 970	4 849 162
Short-term deposits	70 803 791	63 429 735
	74 043 175	**68 296 315**

There were no restricted cash and cash equivalent balances.

Notes to the Annual Financial Statements

6.Property, plant and equipment

	2021			2020		
	Cost / Valuation	**Accumulated depreciation and accumulated impairment**	**Carrying value**	**Cost / Valuation**	**Accumulated depreciation and accumulated impairment**	**Carrying value**
Artwork	8 413 559	(11 967)	8 401 592	8 429 729	(12 375)	8 417 354
Buildings	602 896 557	(276 167 608)	326 728 949	602 896 557	(79 429 628)	523 466 929
Furniture and fixtures	47 977 454	(35 732 441)	12 245 013	53 256 285	(34 872 177)	18 384 108
IT equipment	15 559 937	(14 142 520)	1 417 417	15 382 822	(12 972 230)\	2 410 592
Library Material	353 501	(250 747)	102 754	285 608	(191 014)	94 594
Motor vehicles	1 834 746	(1 418 248)	416 498	1 586 673	(1 340 295)	246 378
Office equipment	7 684 246	(7 053 990)	630 256	13 174 229	(11 537 419)	1 636 810
Infrastructure	134 939 840	(45 394 232)	89 545 608	134 898 419	(41 153 368)	93 745 051
Assets under construction	1 135 406	-	1 135 406	-	-	-
Total	**820 795 246**	**(380 171 753)**	**440 623 493**	**829 910 322**	**(181 508 506)**	**648 401 816**

6.Property, plant and equipment (Continued)

Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Disposals	Transfers received	Transfers	Depreciation	Impairment loss/ Reversal of impairment loss	Total
Artwork	8 417 354	-	(30 622)	14 452	-	-	408	8 401 592
Buildings	523 466 929	-	-	-	(377)	(7 609 414)	(189 128 189)	326 728 949
Furniture and fixtures	18 384 108	2 686	(1 434 603)	90 802	-	(4 815 220)	17 240	12 245 013
IT equipment	2 410 592	224 816	(35 673)	252 204	-	(1 437 986)	3 464	1 417 417
Library material	94 594	18 804	-	-	10 129	(22 192)	1 419	102 754
Motor vehicles	246 378	248 074	-	-	-	(82 141)	4 187	416 498
Office equipment	1 636 810	191 607	(245 947)	-	(346 717)	(607 256)	1 759	630 256
Infrastructure	93 745 051	-	-	9 577	-	(4 209 020)	-	89 545 608
Assets under construction	-	1 135 406	-	-	-	-	-	1 135 406
	648 401 816	**1 821 393**	**(1 746 845)**	**367 035**	**(336 965)**	**(18 783 229)**	**(189 099 712)**	**440 623 493**

Notes to the Annual Financial Statements

6.Property, plant and equipment (Continued)

Reconciliation of property, plant and equipment - 2020

	Opening balance	Additions	Disposals	Transfers received	Transfers	Depreciation	Impairment loss	Total
Artwork	8 247 521	-	-	182 207	-	-	(12 374)	8 417 354
Buildings	633 877 229	-	(4 290)	1 083 511	(99 384 157)	(12 104 126)	(1 238)	523 466 929
Furniture and fixtures	22 685 704	-	(183 082)	2 091 814	(554 119)	(5 102 414)	(553 795)	18 384 108
IT equipment	5 105 630	501 791	(151 686)	-	-	(3 012 836)	(32 307)	2 410 592
Library material	179 247	-	(1 907)	-	-	(24 644)	(58 102)	94 594
Motor vehicles	482 655	-	(51 666)	-	-	(184 611)	-	246 378
Office equipment	3 458 733	75 558	(66 904)	58 801	(529 391)	(1 304 069)	(55 918)	1 636 810
Infrastructure	-	-	-	-	93 745 051	-	-	93 745 051
	674 036 719	**577 349**	**(459 535)**	**3 416 333**	**(6 722 616)**	**(21 732 700)**	**(713 734)**	**648 401 816**

Pledged as security

No assets pledged as security:

Reconciliation of Work-in-Progress 2021

	Included within Other PPE	Total
Additions/capital expenditure	**1 135 406**	**1 135 406**

Expenditure incurred to repair and maintain property, plant and equipment

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance

Buildings	1 793 625	2 180 802
Motor vehicles	32 751	27 894
IT equipment	159 360	733 928
Office equipment	468 357	111 271
	2 454 093	**3 053 895**

A register containing the information required by the Public Finance Management Act is available for inspection at the registered office of the entity.

7.Intangible assets

	2021			2020		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software	5 211 655	(3 543 356)	1 668 299	8 577 521	(5 735 816)	2 841 705
Films and other	13 240 127	(12 442 874)	797 253	13 478 511	(11 636 080)	1 842 431
Total	**18 451 782**	**(15 986 230)**	**2 465 552**	**22 056 032**	**(17 371 896)**	**4 684 136**

Reconciliation of intangible assets - 2021

	Opening balance	Additions	Disposals	Transfers	Amortisation	Total
Computer software	2 841 705	50 000	(233 282)	-	(990 124)	1 668 299
Films and other	1 842 431	-	(12 942)	(15 938)	(1 016 298)	797 253
	4 684 136	**50 000**	**(246 224)**	**(15 938)**	**(2 006 422)**	**2 465 552**

Reconciliation of intangible assets - 2020

	Opening balance	Additions	Disposals	Amortisation	Impairment loss	Total
Computer software	3 883 539	15 697	(19 472)	(1 034 111)	(3 948)	2 841 705
Films and other	3 527 245	-	-	(1 684 814)	-	1 842 431
	7 410 784	**15 697**	**(19 472)**	**(2 718 925)**	**(3 948)**	**4 684 136**

Pledged as security

No intangible assets were pledged as security.

Notes to the Annual Financial Statements

8.Heritage assets

	2021			2020		
	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Art Collections, antiquities and exhibits	116 495	-	116 495	130 938	-	130 938

Reconciliation of heritage assets 2021

	Opening balance	Transfers	Total
Art Collections, antiquities and exhibits	130 938	(14 443)	116 495

Reconciliation of heritage assets 2020

	Opening balance	Transfers to PPE	Total
Art Collections, antiquities and exhibits	313 144	(182 206)	130 938

Pledged as security

No heritage assets were pledged as security.

During the annual assessment of heritage assets, no asset was deemed impaired.

Expenditure incurred to repair and maintain heritage assets

During the year no repairs and maintainance was incurred for heritage assets.

	2021	2020 Restated*
9.Lease rentals on operating lease		
Lease rentals on land		
Contractual amounts	263 622 652	263 795 310
10.Operating lease liability		
Non-current liabilities	(4 940 313 860)	(4 677 025 927)
Current liabilities	(352 047)	(314 327)
	(4 940 665 907)	**(4 677 340 254)**

Figures in Rand	2021	2020 Restated*

10.Operating lease liability (Continued)

The operating lease accrual arise from the 99 year nonrenewable lease agreement for Land at Salvokop, Pretoria which commenced in 24 June 2002. The initial monthly rental was R 3,500.00, which escalates at 12% per annum on each anniversary of the agreement. Freedom Park is currently in year 17 of the lease. The lease payments are straight-lined over the term of the lease.

11.Payables from exchange transactions

Trade payables	3 958 023	2 797 912
Accrued 13th cheque	1 036 432	1 123 434
COID	-	6 400
Other accrued expenses	2 354 238	1 817 706
	7 348 693	**5 745 452**

12.Unspent conditional grants and receipts

Unspent conditional grants and receipts comprises of:
Unspent conditional grants and receipts

Unspent grants	56 802 119	59 113 745
Movement during the year		
Balance at the beginning of the year	59 113 745	55 262 509
Additions during the year	1 169 000	3 851 236
Income recognition during the year	(3 480 626)	-
	56 802 119	**59 113 745**

An amount of R 14 878 000.00 earmarked for GRAP 103 compliance has not been spent at the end of the financial year.

The remaining balance of R 41 890 525 relate to the grant received from Department of Sport, Arts and Culture for the infrastructure projects and maintainance of the Park. An additional grant was received from Department of Sport, Arts and Culture for the administration of Samora Machel monument and Matola monument amounting to R 1 169 000.

See note 18 for reconciliation of grants from National/Provincial Government.

These amounts are invested in a ring-fenced investment until utilised.

Notes to the Annual Financial Statements

Figures in Rand	2021	2020
		Restated*

13.Provisions

Reconciliation of provisions - 2021

	Opening Balance	Additions	Utilised during the year	Total
Leave pay provision	2 329 220	4 477 847	(4 020 352)	2 786 715

Reconciliation of provisions - 2020

	Opening Balance	Additions	Utilised during the year	Total
Leave pay provision	2 350 421	3 909 453	(3 930 654)	2 329 220

During the year leave was provided for based on the Basic Condition of Employee Act rate of the days due to employees. The provision was calculated based on the standard monthly package.

14.Rendering of services

Administration fees	129 482	1 320 746

15.Hiring of facilities and equipment

Premises

Venue hire	5 000	439 490

16.Other Income

Discount received	1 851	-
Other income	144 895	160 793
	146 746	**160 793**

Other income earned through the sale of books, and rental for resturant and giftshop. Freedom Park also receive a mobile library as donation during the year.

17.Interest Received

Interest revenue

Bank	2 051 012	4 669 669

Figures in Rand	2021	2020 Restated*

18.Government grants and subsidies

Operating grants

Equitable share	92 753 000	96 056 000
Infrustructure Maintainance	3 480 626	-
	96 233 626	**96 056 000**

Conditional and Unconditional

Included in above are the following grants and subsidies received:

Equitable Share

In terms of the Constitution, this grant is used to subsidise the operational activities of the entity.

Deffered income

Balance unspent at beginning of year	59 113 745	55 262 509
Current-year receipts	1 169 000	3 851 236
Conditions met - transferred to revenue	(3 480 626)	-
	56 802 119	**59 113 745**

Conditions still to be met - remain liabilities (see note 12).

19.Employee related costs

13th Cheques	4 290 450	4 525 839
Acting allowances	551 229	202 090
Basic	49 413 362	51 056 669
Defined contribution plans	1 030 791	1 087 866
Leave pay provision	841 353	169 062
Medical aid	3 440 646	3 440 261
Ex-gratia salary payment	763 938	-
Overtime payments	158 959	249 097
Temporary wages	667 643	1 368 025
Travel allowances /expenditure	15 584	206 265
UIF	159 697	163 551
WCA	63 491	-
	61 397 143	**62 468 725**

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*

20.Impairment of assets

Impairments

	2021	2020
Property, plant and equipment	**189 099 710**	**713 736**

Significant changes in the asset value due to reinstatement of capitalisation date for the buildings. An impairment loss was recognised for building . The recoverable amount of the asset is its value-in-use, determined using property valuator Qaphela services. The outcoment of the valuation indcated that the depreciate replacement value of the buildings exceed the carring amount. The assumptions made are:buildings are specialised facility which will not easily trade in the open market

	2021	2020
Intangible assets		3 948

The negative change in the condition of assets were identified during asset verification which led to the recognition of the impairment loss. The recoverable amount of the asset was based on its fair value less costs to sell.

	2021	2020
	-	
	189 099 710	**717 684**

21.General expenses

	2021	2020
Computer expenses	2 343 725	2 437 565
Consulting and professional fees	1 662 563	1 725 752
Council expenditure	1 038 597	1 606 918
Electricity	4 678 527	4 788 778
Entertainment	20 798	182 301
COVID-19 expenses	1 066 810	-
External auditors remuneration	1 713 028	2 320 758
Insurance	1 050 230	838 251
Internal audit fees	596 376	3 115 259
Landscaping expenses	3 044 214	3 365 056
Marketing	928 767	763 042
Other operating expenses	1 510 552	2 267 317
Repairs and maintainance	2 300 597	3 053 895
Security	4 464 176	6 326 232
Strategic projects	2 644 167	1 795 479
	29 063 127	**34 586 603**

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*
22. Auditors' remuneration		
Fees	**1 713 028**	**2 320 758**

Figures in Rand	2021	2020 Restated*
23. Cash generated from operations		
Deficit	(467 261 231)	(284 059 457)
Adjustments for:		
Depreciation and amortisation	20 843 750	24 397 903
Loss on sale of assets and liabilities	1 898 969	479 007
(Loss) gain on foreign exchange	475	(1 071)
Impairment on property, plant and equipment	189 099 710	717 684
Debt impairment	92 903	-
Impairment loss/reversal of impairments	10 804	273 313
Movements in operating lease assets and accruals	263 325 653	263 359 331
Movements in provisions	457 495	(21 201)
Other non-cash items	(10 804)	-
Changes in working capital:		
Inventories	53 757	58 057
Receivables from exchange transactions	(185 507)	(349 986)
Consumer debtors	(92 903)	(273 313)
Payables from exchange transactions	1 603 241	(21 918)
Unspent conditional grants and receipts	(2 311 626)	3 851 236
	7 524 686	**8 409 585**

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*
24.Commitments		
Authorised capital expenditure		
Already contracted		
- Buildings	3 775 142	-
- Artworks	1 531 167	-
- Intangible assets	3 624 465	-
	8 930 774	**-**
Total capital commitments		
Already contracted	8 930 774	-
Authorised operational expenditure		
Already contracted		
- Already contracted for	30 550 453	37 808 328
- Already paid	(11 646 519)	(13 515 043)
	18 903 934	**24 293 285**
Total operational commitments		
Already contracted	18 903 934	24 293 285
Operating leases - as lessee (expense)		
Minimum lease payments due		
- within one year	352 047	423 646
- in second to fifth year inclusive	1 884 452	1 682 546
- later than five years	26 095 537 819	26 095 982 452
	26 097 774 318	**26 098 088 644**

Freedom Park entered into a 99 year nonrenewable lease agreement for Land at Salvokop, Pretoria commencing on 24 June 2002. The intial monthly rental was R 3,500.00, which escalates at 12% per annum on each anniversary of the agreement. Freedom Park is currently in year 17 of the lease and has been paying the monthly rental dutifully without any defaults.

Statement of Financial Position	4 940 665 907	4 379 234 085
Statement of Financial Performance	263 287 934	246 842 741

Figures in Rand	2021	2020 Restated*

25.Contingencies

The former employee of Freedom Park has lodged a claim through CCMA for an alleged breach of contract and wrongful termination of employment for remunation of the 12 months remunaration. Freedom Park has opposed the claim on the basis that the labour laws complied with in terminating the employment. Since it presently is not possible to determine the outcome of the matter, no provision has been made in the financial statements for the ultimate resolution. The resolution of the CCMA awards could have a significant effect on Freedom Park's profit in the year that a determination is made; however, in management's opinion, the final resolution of the legal matter will not have a material adverse effect on the entity's financial position.

Claim for 12 months remunaration	1 081 324	-

26.Related parties

Relationships

Executive Authority	Department of Sport, Arts and Culture
Goverment controlled through National Treasury	Department of Public Works and Infrustructure
Senior Management	Refer to remuneration of key management

Freedom Park entered into a 99 year nonrenewable lease agreement with Department of Public Work and Infrastructure for Land at Salvokop, Pretoria commencing on 24 June 2002. The intial monthly rental was R 3,500.00, which escalates at 12% per annum on each anniversary of the agreement. Freedom Park is currently in year 17 of the lease.

Related party balances

	2021	2020
Amount included in Trade Payables regarding related parties		
Department of Sport, Arts and Culture	56 802 119	59 113 745
Amounts included in Trade receivable regarding related parties		
Department of Sport, Arts and Culture	24 040	4 040
Income from related parties		
Department of Sport, Arts and Culture (Operatonal grant)	96 233 626	96 056 000
Department of Sport, Arts and Culture (Infrustructure grant)	-	3 851 236
Department of Sport, Arts and Culture (Additional grant)	1 169 000	-
Expenses from related parties		
Department of Public Works and Infrustructure	5 259 477	4 601 925

Notes to the Annual Financial Statements

26.Related parties (Continued)

Remuneration of management

Council members

2021

Name	Member's fees	Committees	Total
Mr MCR Makopo (Chairperson)	63 270	44 289	107 559
Dr P Dala	50 518	45 292	95 810
Ms W Jabosigo	48 776	55 744	104 520
Mr KEM Mabalane	49 792	74 813	124 605
Mr M Mpanza	55 744	64 454	120 198
Mr R Nyandeni	55 744	71 422	127 166
Dr M Raphalalani	48 776	52 260	101 036
Mr L Konar	10 452	10 452	20 904
Ms F Mohamed	55 744	54 002	109 746
Ms L Robinson	27 872	27 872	55 744
Mr M Tsedu	17 420	36 582	54 002
	484 108	**537 182**	**1 021 290**

2020

Name	Member's fees	Committees	Adhoc requests (interviews,special events etc)	Total
Mr MRC Makopo (Chairperson)	50 129	20 184	25 078	95 391
Dr P Dala	34 840	60 970	3 484	99 294
Ms W Jabosigo	26 130	22 206	2 182	50 518
Mr KEM Mabalane	42 796	23 626	30 873	97 295
Mr M Mpanza	40 066	30 054	4 786	74 906
Mr R Nyandeni	41 790	16 980	6 986	65 756
Mr T Sithole	30 898	17 438	-	48 336
Dr M Raphalalani	33 996	19 813	8 463	62 272
Ms F Mohamed	37 950	35 296	5 144	78 390
	338 595	**246 567**	**86 996**	**672 158**

26.Related parties (Continued)

Mr Sithole resigned on 10th December 2019

Dr Dala resigned on 06 January 2021

Mr L Konar appointed on 12 August and Resigned on 21 December 2020

Ms L Robinson appointed 12 August 2020

Mr M Tsedu appointed 12 January 2021

Executive management

2021

Name	Basic salary	13th Cheque	Other short-term employee benefits	Other long-term benefits	Total
Ms J Mufamadi	1 606 305	153 681	98 899	233 528	2 092 413
Ms HB Ramugadi	1 025 020	97 342	78 432	107 034	1 307 828
Mr TJ Makhura	878 065	87 800	115 783	96 542	1 178 190
Mr MA Makoela	1 025 398	97 342	80 703	107 034	1 310 477
Mr P Zikalala	838 515	80 194	228 693	88 178	1 235 580
Ms MS Kekana	73 553	22 737	38 729	11 118	146 137
Ms RM Koto	888 284	87 275	113 920	95 964	1 185 443
Dr T Makobela	402 145	15 273	11 623	41 985	471 026
	6 737 285	**641 644**	**766 782**	**781 383**	**8 927 094**

2020

Name	Basic salary	13th Cheque	Other short-term employee benefits	Other long-term benefits	Total
Ms J Mufamadi	1 613 477	153 681	79 161	275 473	2 121 792
Ms HB Ramugadi	694 464	40 559	587	103 868	839 478
Mr TJ Makhura	884 338	87 800	36 098	195 515	1 203 751
Ms MA Makoela	1 029 865	97 342	33 217	167 277	1 327 701
Ms MS Kekana	887 171	87 800	1 021	192 688	1 168 680
Ms RM Koto	894 620	87 275	9 820	178 824	1 170 539
Mr M Jonker	642 000	-	-	-	642 000
	6 645 935	**554 457**	**159 904**	**1 113 645**	**8 473 941**

Notes to the Annual Financial Statements

26.Related parties (Continued)

Ms S Kekana's contract expired on 30 April 2020

Mr P Zikalala was apppointed acting HOD: Human Resources from May 2020 to October 2020

Dr Makobela was appointed on 01 November 2020

27.Risk management

Financial risk management

The entity's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. The Park has developed a comprehensive Risk management strategy in line with the Treasury Regulation28.1 in order to monitor and control risks. Internal audit function reports quarterly to the Audit and Risk Committee, an independent body the monitors risks and policies implementation to mitigate risk exposure. it should be noted that financial instrument exposure to risk is minimal. The risk management process relating to each of these risks is discussed under the headings below:

Liquidity risk

The entity's risk to liquidity is a result of the funds available to cover future commitments. The entity manages liquidity risk through an ongoing review of future commitments and credit facilities.

At 31 March 2021	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Payables from exchange transactions	7 348 693	-	-	-

At 31 March 2020	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Over 5 years
Payables from exchange transactions	5 745 452	-	-	-

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and receivables. The entity only deposits cash with major banks with high quality credit standing and limits exposure to any one counter-party.

Receivables comprise a widespread customer base. Management evaluated credit risk relating to customers on an ongoing basis.

27.Risk management (Contonued)

Financial assets exposed to credit risk at year end were as follows:

Financial instrument	2021	2020
Cash and cash equivalents	74 043 175	68 296 315
Trade and other receivables from exchange transactions	74 509	197 231

There are no changes from previous year in respect of objectives, policies and processes for managing risks and in methods to measure the risks

Market risk

Interest rate risk

As the entity has no significant interest-bearing assets, the entity's income and operating cash flows are substantially independent of changes in market interest rates.

28.Financial instruments disclosure

Categories of financial instruments

2021

Financial assets

	At amortised cost	Total
Cash and cash equivalents	74 043 175	74 043 175
Trade and other receivables from exchange transactions	74 509	74 509
	74 117 684	**74 117 684**

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	7 348 693	7 348 693

2020

Financial assets

	At amortised cost	Total
Cash and cash equivalents	68 296 315	68 296 315
Other receivables from exchange transactions	197 231	197 231
	68 493 546	**68 493 546**

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*

28.Financial instruments disclosure (Continued)

Financial liabilities

	At amortised cost	Total
Trade and other payables from exchange transactions	5 745 452	5 745 452

29.Fruitless and wasteful expenditure

Fruitless and wasteful expenditure	1 690 977	1 683 350
Current year expenditure	5 657	13 012
Expenditure written off	(1 078 793)	-
Less: amount recovered	300	(5 385)
	618 141	**1 690 977**

The fruitless and wasteful expenses were incurred by paying for the damaged laptop, interest, no shows and penalties.

Details of fruitless and wasteful expenditure

Interest on overdue suppliers accounts	-	219
Penalties	-	1 562
Laptop damage	5 657	-
Payment to sheriff-attached assets	-	1 890
No shows	-	9 341
	5 657	**13 012**

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*

30.Irregular expenditure

Opening balance	14 569 611	13 150 320
Add: Irregular Expenditure - current year	1 192 874	1 419 291
	15 762 485	**14 569 611**

Details of irregular expenditure – current year

	Disciplinary steps taken/criminal proceedings	
Non-compliance with SCM	Desciplinary hearing	1 192 874

Details of irregular expenditure - Prior years

Deviation from normal procurement process without approval of National treasury	307 107
Inclusion of the specific brand on the bid specification	4 144 014
Overspending of the approved budget	7 291 737
Non compliance with SCM procecess	2 820 812
Overpayment of contracts	12 899
	14 576 569

31.Reconciliation between budget and statement of financial performance

Reconciliation of budget surplus/(deficit) with the surplus/(deficit) in the statement of financial performance:

Net deficit per the statement of financial performance	(467 261 231)	(283 997 156)
Adjusted for:		
Impairment loss/reversal of impairments	189 099 710	717 685
Increase of allowance for impairment	103 707	261 994
Loss on disposal of assets	1 913 412	479 007
Revenue in access of/under budget	4 924 750	(2 048 698)
Under expenditure on the budget	(13 298 799)	(3 106 692)
Depreciation and amortisation	20 897 470	24 335 603
Inventory losses and FE loss	(1 671)	-
Lease straight lining	263 622 652	263 358 257
Net surplus per approved budget	**-**	**-**

Notes to the Annual Financial Statements

32.Budget differences

Material differences between budget and actual amounts

Significant differences between the budget and actual amounts are explained below:

32.1 Unfavourable sales revenue due to national lockdown regulations .

32.2 Unfavourable rental of facilities and equipment is due to lockdown regulations with restrictions gatherings.

32.3 Over collection of adhoc revenue as a results of storytelling event.

32.4 More than anticipated interest received realised as a result of effective working capital management.

32.5 Deffered income reallcoated to revenue .

32.6 Overspent due to appointment of fixed term employees in the positions of the ICT Manager while finilising the recruitment process for permanent incurmbent.

32.7 Underspent due to negotiated contracts. The spend was also impacted by the outbreak of COVID-19 and the Lockdown restriction which resulted in events and projects to be implemented virtually.

32.8 Non-cash items not budgeted for.

32.9 Non-cash entry resulting from the straight-lining of the operating lease over 99 years

32.10 Non-cash entry resulting from valuation of foreign currency

32.11 Non-cash entry to write down inventory losses

32.12 The donation for a mobile library trick received from SAPESI

32.13 Delays in completion of the repairs and maintenance in the park because of lockdown restrictions

32.14 The appointment of the service provider was delayed by the change in tender closing date

33.Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The ability of the entity to continue as a going concern is dependent on a number of factors. The most significant of these is the operating grant received from Department of Sport, Arts and Culture However, as described in Note 23, lease agreement entererd into with Department of Public Works and Infrustructure which raise a R4 billion liability poses risk on the going concern of the entity.

Management's assessment also include (but is not limited :
– the improved financial performance of the entity against budget;
– the progress of compliance with regulatory requirements; and
– the improved performance in implementation of the strategy.

After engagement with Department of Public Works and Infrustructure, Management believes that the transfer of the land will be finalised in the next 12 months. Management had to diversify the source of additional funds to compliment the grant received from Department of Sport,Arts and Culture. However, management has a reasonable expectation that the entity will raise additonal resouces from fundraising. Management also reviewed the annual Performance plan and Strategy plan in response to the impact of the Covid-19. Management has a reasonable expectation that the entity has adequate resources to continue in operational existence for the foreseeable future.

34.Events after the reporting date

Below are non-adjusting material events taking place after the reporting date:

- None

35.Comparative figures

Certain comparative figures have been restated. Refer to note 36 for the details relating to reclassification of comparative figures.

Notes to the Annual Financial Statements

36.Prior-year adjustments

Presented below are those items contained in the Statement of financial position and Statement of financial performance that have been affected by prior-year adjustments:

Statement of financial position

2019

	Note	As previously reported	Correction of error	Restated
Inventories		229 556	-	229 556
Receivable from exchange transactions		847 995	-	847 995
Cash and cash equivalents		60 478 711	-	60 478 711
Property plant and equipment		674 252 311	(3 757 802)	670 494 509
Intangible assets		7 410 784	-	7 410 784
Heritage assets		313 144	-	313 144
Operating lease liability-long term		(280 649)	-	(280 649)
Payables from exchange transactions		(5 767 370)	-	(5 767 370)
Unspent conditional grants and receipts		(55 262 509)	-	(55 262 509)
Provisions		(2 350 421)	-	(2 350 421)
Operating lease liability-long term		(4 413 700 274)	-	(4 413 700 274)
Accumulated deficit		3 733 828 722	3 757 802	3 737 586 524
		-	-	-

36.Prior-year adjustments (Continued)

2020

	Note	As previously reported	Correction of error	Re-classification	Restated
Inventories		171 500	-	-	171 500
Receivable from exchange transactions		1 197 981	-	-	1 197 981
Cash and cash equivalents		68 296 315	-	-	68 296 315
Property plant and equipment		652 221 920	314 990	(4 135 094)	648 401 816
Intangible assets		4 684 136	-	-	4 684 136
Heritage assets		130 938	-	-	130 938
Operating lease liability-long term		(314 327)	-	-	(314 327)
Payables from exchange transactions		(5 745 452)	-	-	(5 745 452)
Unspent conditional grants and receipts		(59 113 745)	-	-	(59 113 745)
Provisions		(2 329 220)	-	-	(2 329 220)
Operating lease liability-long term		(4 677 025 927)	-	-	(4 677 025 927)
Accumulated deficit		4 017 825 881	(314 990)	4 135 094	4 021 645 985
		-	-	-	-

Statement of financial performance

2020

	Note	As previously reported	Re-classification	Restated
Depreciation		(24 335 603)	(116 021)	(24 451 624)

Errors

The following prior period errors adjustments occurred:

Error 1

Property, plant and equipment increased with an amount of R 314 999, for newly identified assets that were brought into the asset register.

Notes to the Annual Financial Statements

36.Prior-year adjustments (Continued)

Reclassifications

Certain reclassifications have been made to the prior year's financial statements to enhance comparability with the current year's financial statements

As a result, certain line items have been amended in the statement of financial position, statement of profit or loss and other comprehensive income, statement of changes in equity and statements of cash flow, and the related notes to the financial statements.

Reclassification 1

An amount of R 99 702 460 was reclassified from non-current financial assets to other non-current assets so as to improve the presentation of the items according to the nature of the assets. Included in this amount is R 97 233 540 for infrastructure which was prevoiusly included in the buildings , as well as an amount of R 1 679 638 which was reclassified to furniture and fixtures. The reclassication of buildings to furniture and fixtures resulted in change in estimated useful lifes of these assets. from 80 years to 8 years. The new depreciation is R 86 904.00 per annum

Disclosure reinstatement

The following changes was made on the disclosure note 26, 27 and 28 to remove the amount incorrecIty disclosed.

	As previously reported	Correction	Restated
Amount included in Trade payable regarding to related partiest	R 0	R 59 113 745	R59 113 175
Liquidity risk - Unspent conditional grant and receipts	R 59 113 745	(R 59 113 745)	R0
Financial liability-Unspent conditional grant and receipts (Financial instument diclosure)	R 59 113 745	(R 59 113 745)	R0

Revision of useful lives of Property plant and equipment

During the year the estimated total useful lives of certain items of property, plant and equipment were revised. The net effect of the changes in the current financial year was an increase in depreciation expense of R 3 432 724 .

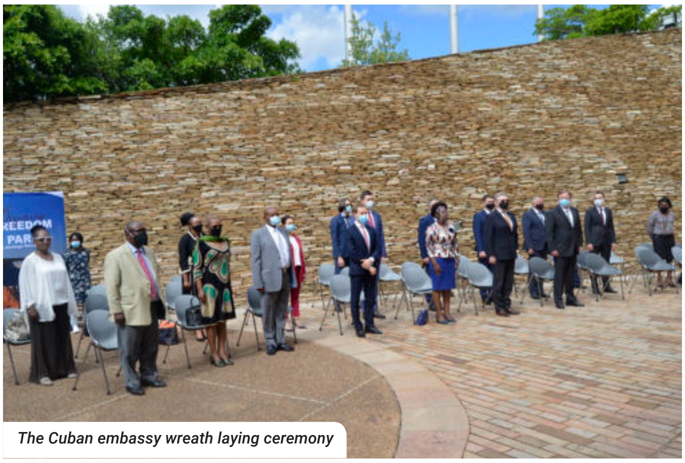
Assuming the assets are held until the end of their estimated useful lives, depreciation in future years in relation to these assets will be increased by the following amounts:

2022	R 1 637 235
2023	R 37 846

Notes to the Annual Financial Statements

Figures in Rand	2021	2020 Restated*
37.Public contributions and donations		
Public contributions and donations	200 290	-
38.Debt impairment		
Bad debts written off	92 903	-

Planting of the Bapedi ancestral flower


The Cuban embassy wreath laying ceremony

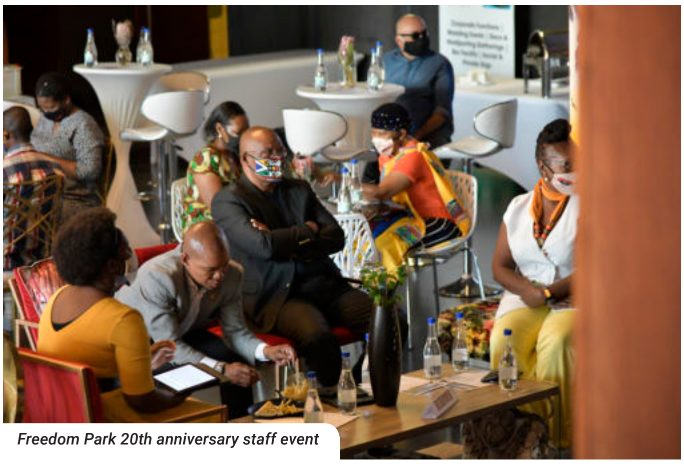

Matola raid commemoration


Matola raid commemoration

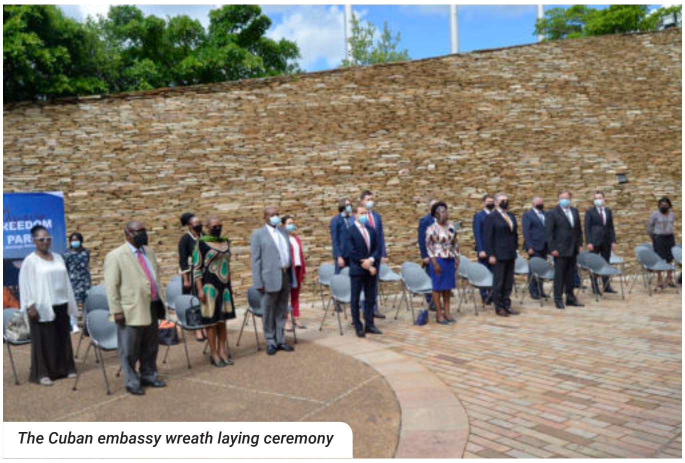

December 16 interfaith prayers


December 16 interfaith prayers


Ubuntu musicfestival


Freedom Park 20th anniversary staff event

The Cuban embassy wreath laying ceremony



The Cuban embassy wreath laying ceremony

Youth ambassadorial event

Cuito Cuanavale commemoration

Youth ambassadorial event

The Cuban embassy wreath laying ceremony

Planting of the Bapedi ancestral flower

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